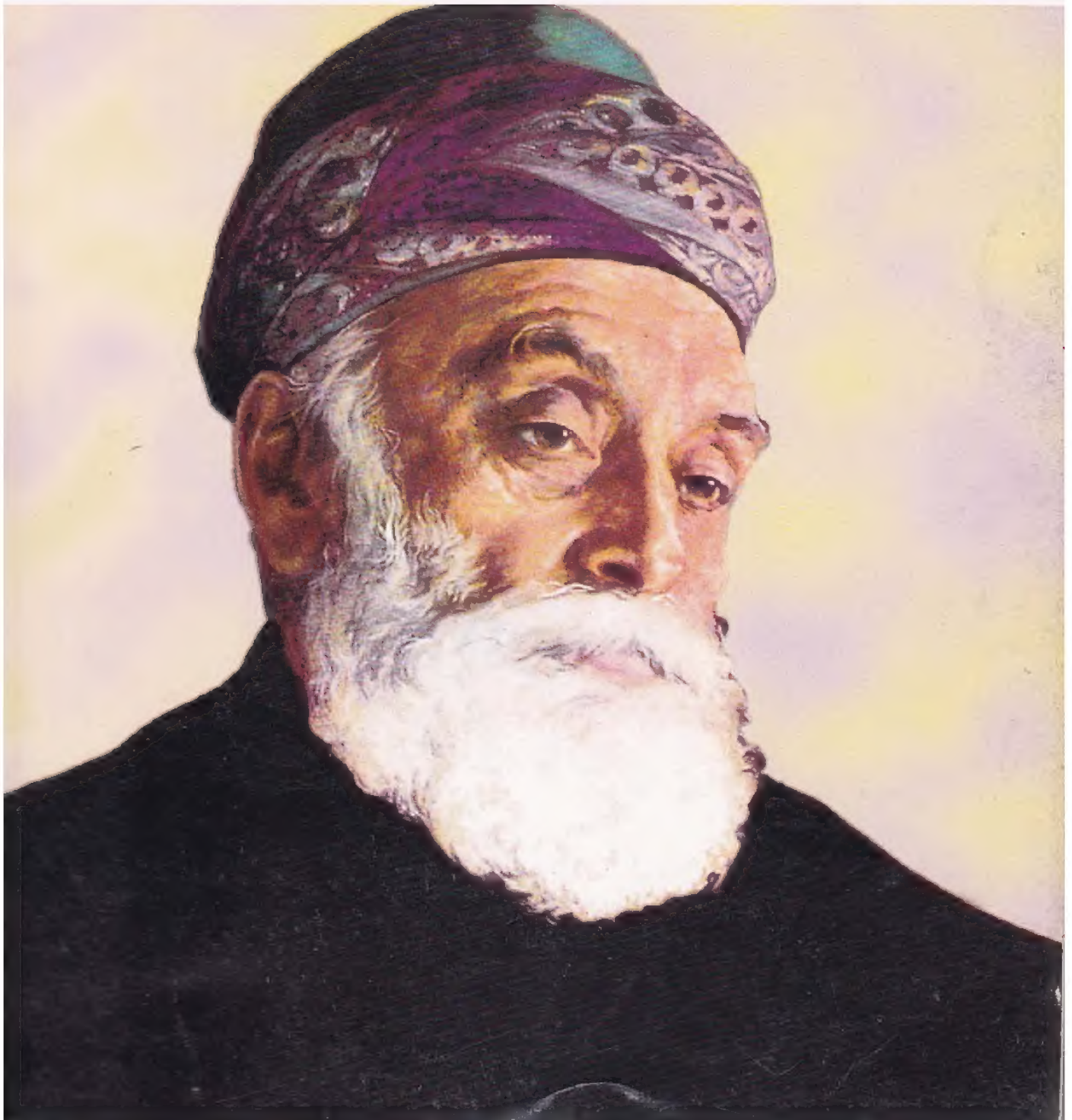


THE MAN WHO SAW TOMORROW
JAMSEDJI TATA





The route to your roots

JAMSETJI TATA

They said Jamsetji Nusserwanji Tata turned mud into gold. Or was it skilful management, clear thinking and honesty that did the trick? He had an uncanny knack for recognising a good business opportunity and a selfless will to improve the lot of his countrymen. Thus a little known Zoroastrian family became the foremost business house in India's industrial history.

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Yagya Sharma

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Souren Roy

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THE MAN WHO SAW TOMORROW

JAMSETJI TATA



HUMATA, HUKHTA, HVARSHTA*

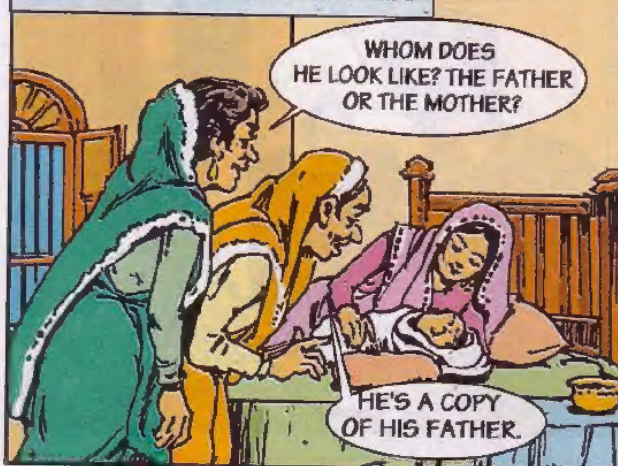
YEAR, 1839. 3RD MARCH. THE MAIN STREET OF
NAYSARI IN GUJARAT RANG OUT WITH GREETINGS...



YOU KNOW,
NUSSERWANJI
HAS BECOME A
FATHER!

THAT'S
WONDERFUL.

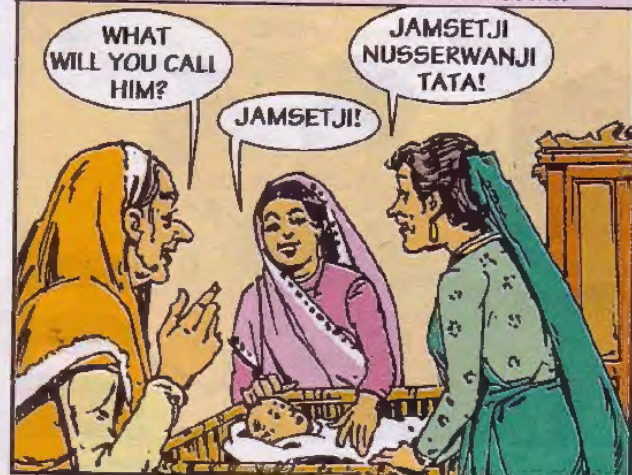
A SON WAS BORN TO A TEENAGE PARSEE COUPLE,
NUSSERWANJI AND JIVANBAI TATA.



WHOM DOES
HE LOOK LIKE? THE FATHER
OR THE MOTHER?

HE'S A COPY
OF HIS FATHER.

WHO COULD HAVE IMAGINED THAT ONE DAY THIS TINY TOT,
WILL LAY THE FOUNDATION OF MODERN INDIAN INDUSTRY.

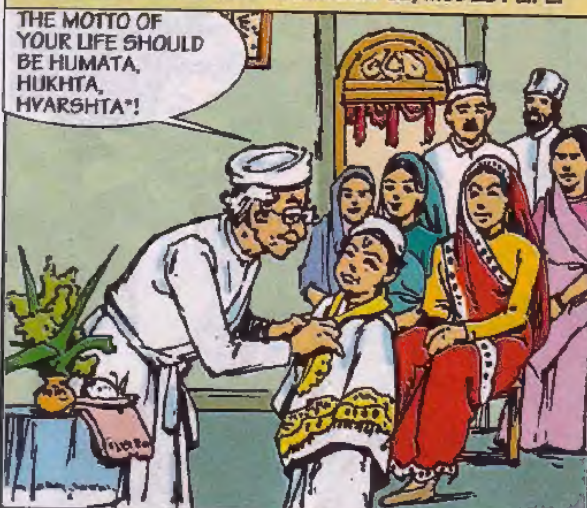


WHAT
WILL YOU CALL
HIM?

JAMSETJI
NUSSERWANJI
TATA!

JAMSETJI!

YOUNG JAMSETJI WAS INITIATED AS A NOVITIATE IN
ZOROASTRIAN RELIGION. THE TATAS WERE A PRIESTLY
FAMILY CONTENTED WITH THEIR SIMPLE, MODEST LIFE.



THE MOTTO OF
YOUR LIFE SHOULD
BE HUMATA,
HUKHTA,
HVARSHTA*!

JAMSETJI'S FATHER, NUSSERWANJI, WAS AN AMBITIOUS YOUNG
MAN. WHEN NUSSERWANJI MOVED TO MUMBAI WITH HIS FATHER.

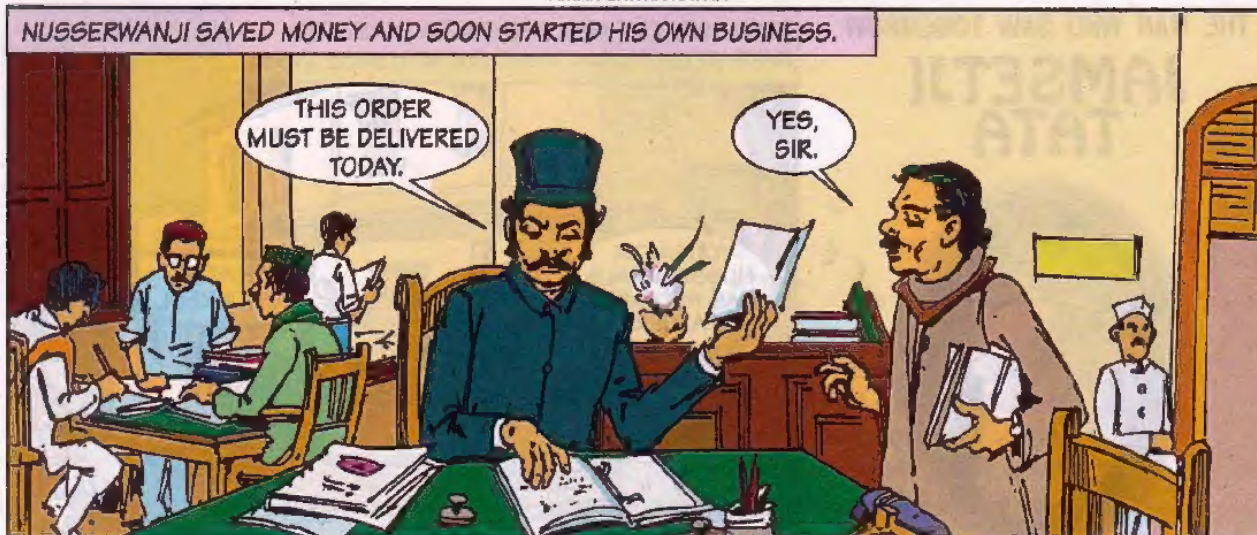


HEY SON, YOU ARE
GOOD. EXCELLENT
WITH WEIGHTS AND
CALCULATIONS!

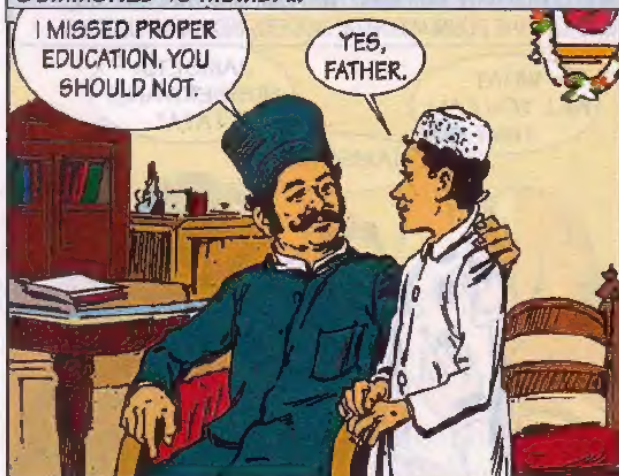
THANK YOU,
SETHJI.

* GOOD THOUGHTS, GOOD WORDS, GOOD DEEDS.

NUSSERWANJI SAVED MONEY AND SOON STARTED HIS OWN BUSINESS.



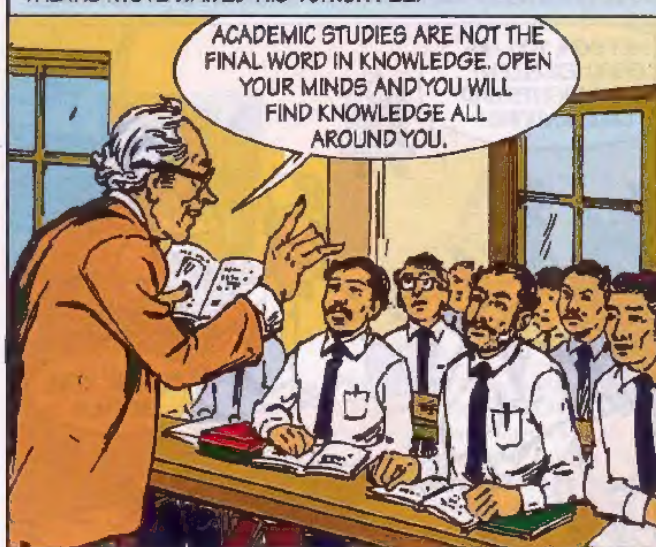
BY THE TIME JAMSETJI WAS 13, NUSSERWANJI'S BUSINESS WAS FLOURISHING. SO, JAMSETJI WAS SUMMONED TO MUMBAI.



NUSSERWANJI APPOINTED A PRIVATE TUTOR FOR HIS SON.



IN 1853, AT 14, JAMSETJI WAS ADMITTED TO THE ELPHINSTONE INSTITUTE IN MUMBAI. AS HE WAS A PROMISING STUDENT, THE INSTITUTE WAIVED HIS TUITION FEE.



JAMSETJI MARRIED HEERABAI DABOO IN 1857. IN 1858, AT 19, JAMSETJI GRADUATED AS A GREEN SCHOLAR* FROM ELPHINSTONE.



* EQUIVALENT TO PRESENT DAY GRADUATION.

AFTER COMPLETING HIS EDUCATION, JAMSETJI JOINED HIS FATHER'S FIRM, NUSSEERWANJI & KALIANDAS. HIS FATHER WAS A THOROUGH TEACHER.

JAMSETJI, MR. KALIANDAS AND THE OTHER PARTNERS TRUST ME COMPLETELY. YOU SHOULD BE TRUE TO THEIR EXPECTATIONS.

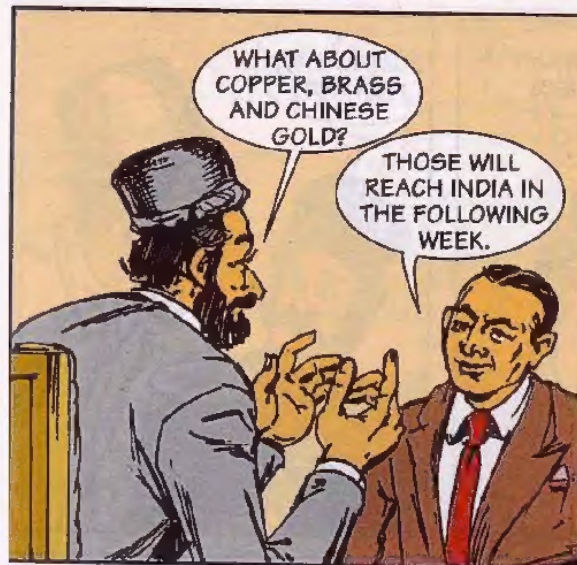
DEFINITELY, FATHER.

IN 1859, A SON, DORAB, WAS BORN TO JAMSETJI AND HEERABAI.

JAMSETJI GAINED VALUABLE EXPERIENCE IN THE COMMODITIES MARKET. BY DECEMBER 1859, HE OPENED A NEW BRANCH CALLED JAMSETJI & ARDESHIR IN HONGKONG.

ARE THE OPIUM AND COTTON CONSIGNMENTS, READY FOR CHINA ARDESHIR?

YES, JAMSETJI. AND THE TEA, SILK, CAMPHOR AND CINNAMON WILL BE DISPATCHED TO INDIA THIS WEEK.



JAMSETJI WAS SHAPING UP AS AN ASTUTE BUSINESSMAN. THEIR BUSINESS PROSPERED.



THE LANCASHIRE TEXTILE MILLS ARE STARVED OF COTTON.

THEY ARE COMPELLED TO INCREASE IMPORTS FROM INDIA.



THEY ARE DESPERATE, AND ARE WILLING TO PAY DOUBLE THE RATE.

THIS IS THE TIME TO MAKE A KILLING.



WITH THE BOOM CAME A FLOOD OF MONEY. THEIR FIRM'S SENIOR PARTNER, KALIANDAS, INVESTED HEAVILY IN SPECULATIVE BUSINESS.

SPECULATION IS BEAUTIFUL. YOU INVEST IN CREDIT AND EARN IN CASH.

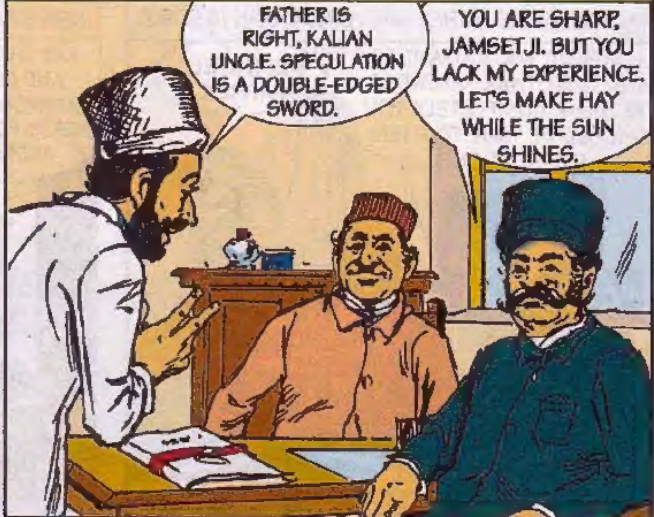
WE SHOULD BE A LITTLE CAUTIOUS, KALIANDAS.



NO WAR CAN LAST FOREVER. JAMSETJI SAW ITS END IN THE NEAR FUTURE

FATHER IS RIGHT, KALIAN UNCLE. SPECULATION IS A DOUBLE-EDGED SWORD.

YOU ARE SHARP, JAMSETJI. BUT YOU LACK MY EXPERIENCE. LET'S MAKE HAY WHILE THE SUN SHINES.



IN 1864, THE WAR ENDED IN AMERICA AND THE BOOM TURNED INTO A CRASH.

AMERICAN COTTON SUPPLIES HAVE RESUMED.



INDIAN COTTON'S DEMAND HAS TUMBLED.

OUR COMPANY IS RUINED!



THE COMPANY IS, I AM NOT!



HOW?

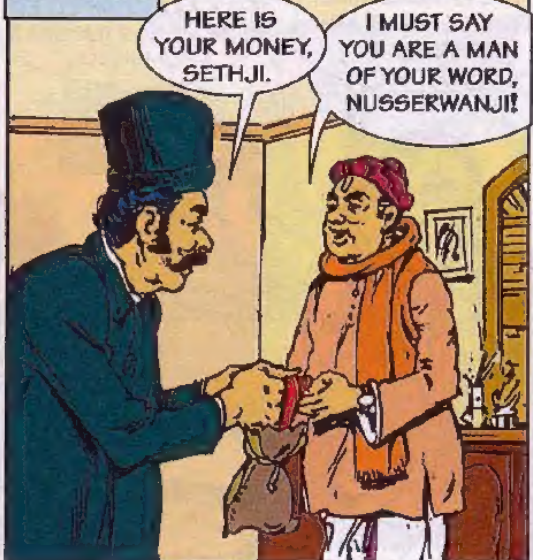
NUSSERWANJI KNEW HOW! HE SOLD HIS THREE-STORY PALATIAL HOUSE AND OTHER ASSETS, AND MOVED TO MODEST RENTED PREMISES.



BY SELLING HIS PROPERTY NUSSERWANJI PAID OFF HIS CREDITORS.

HERE IS YOUR MONEY, SETHJI.

I MUST SAY YOU ARE A MAN OF YOUR WORD, NUSSERWANJI!



NUSSERWANJI LOST HIS PROPERTY, BUT NOT HIS CREDIBILITY.



REMEMBER, JAMSETJI, CREDIBILITY IS THE BEST FOUNDATION OF BUSINESS.

EVERYTHING IS NOT LOST, IF YOU DON'T LOSE YOUR CREDIBILITY.



LOOKING AT HIS FATHER'S FACE, JAMSETJI WAS REMINDED OF HIS FIRST LESSON IN LIFE.



HUMATA, HUKHTA, HVARSHTA!

NUSSERWANJI'S CREDIBILITY HELPED HIM REGAIN HIS FOOTHOLD IN BUSINESS. THEN, IN 1867, HIS LUCK TURNED AGAIN.



KING THEODORE OF ABYSSINIA HAS ARRESTED THE BRITISH CONSUL.

KING THEODORE IS KNOWN TO BE RASH.



THE BRITISH ARE MOUNTING AN ATTACK ON HIM.

THE BRITISH ARMY WILL NEED URGENT SUPPLIES.

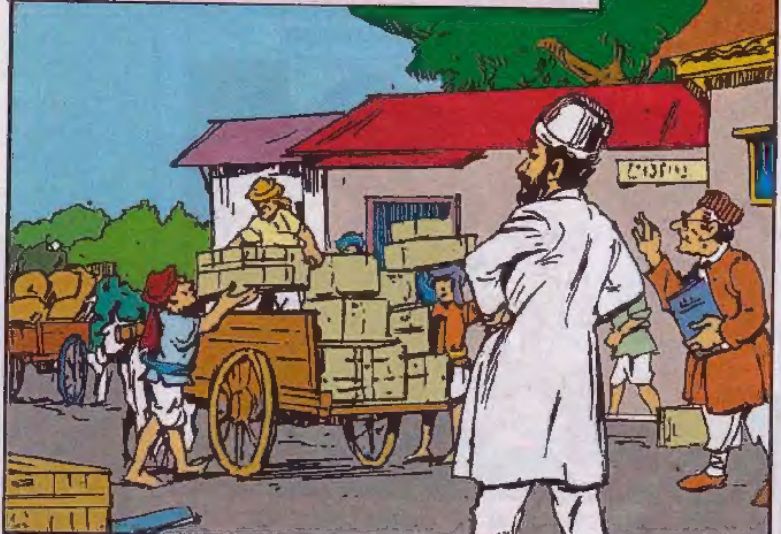
NUSSERWANJI TATA WAS WELL EXPERIENCED IN HANDLING LARGE QUANTITIES OF SUPPLIES AT SHORT NOTICE.

GENERAL NAPIER IS GOING TO LEAD THE ATTACK ON ABYSSINIA. HE NEEDS FOOD, WINE, WATER-CASKS AND SUPPLIES FOR 16,000 SOLDIERS.

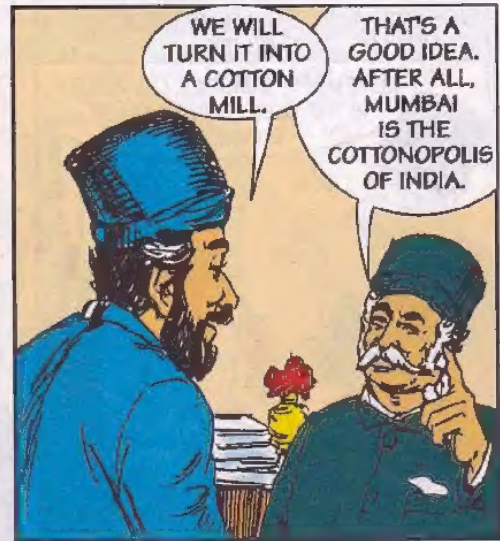


FOR ONE FULL YEAR!

IT WAS A BIG CONTRACT. THE TATAS GOT A FAIR SHARE IN IT.



THE TATAS EARNED A SUBSTANTIAL PROFIT FROM THE WAR CONTRACT. JAMSETJI NOW PLANNED TO START A NEW VENTURE.



IN 1869, JAMSETJI PURCHASED THE MILL AND CONVERTED THE DISUSED OIL MILL INTO A TEXTILE MILL.



WITHIN TWO YEARS -

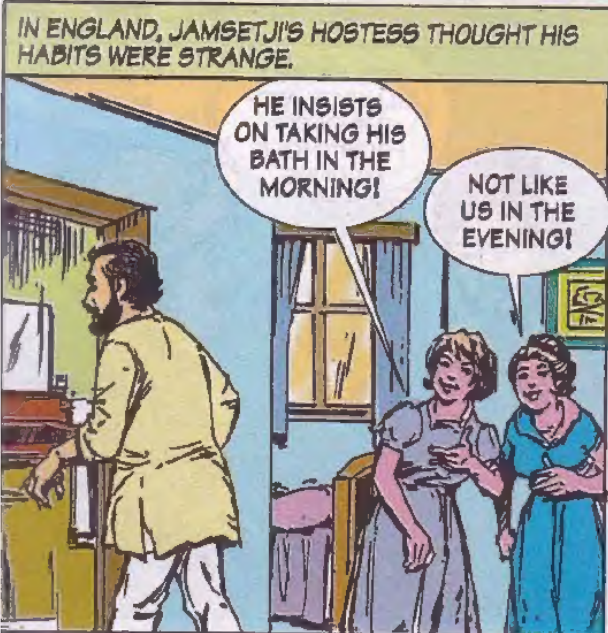
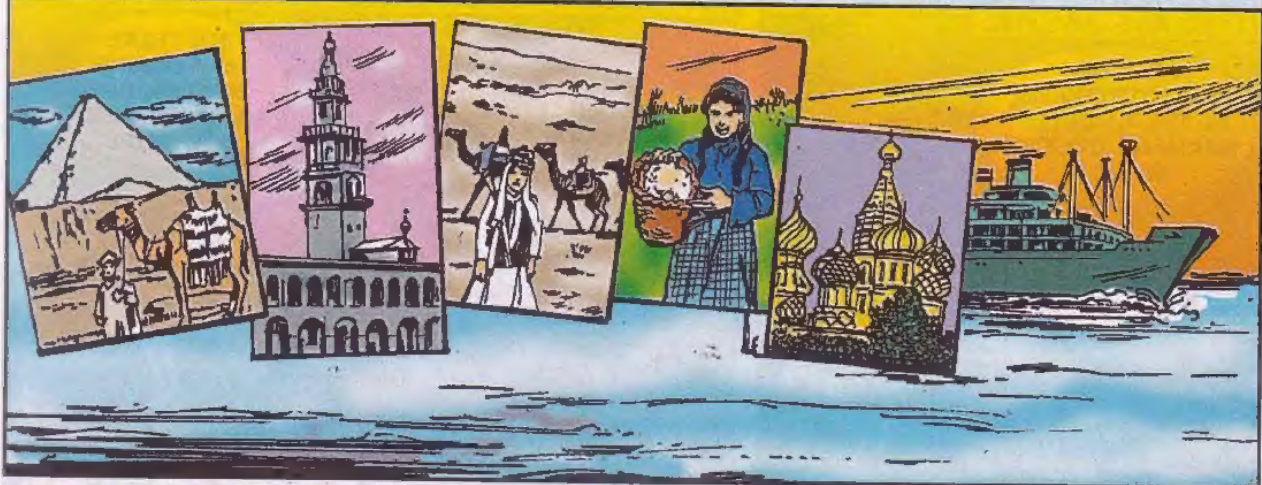


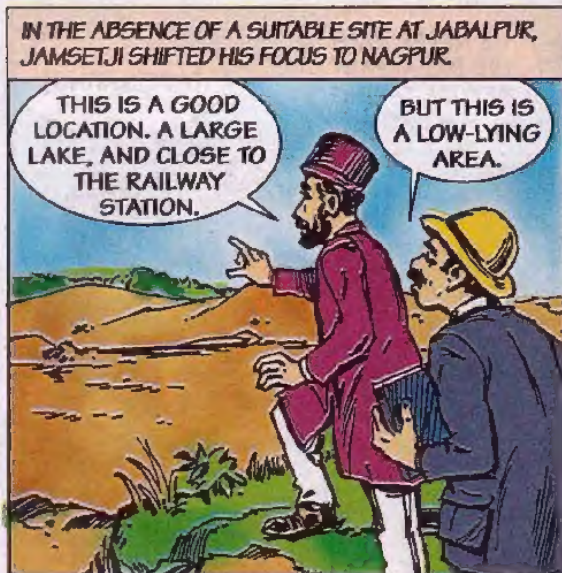
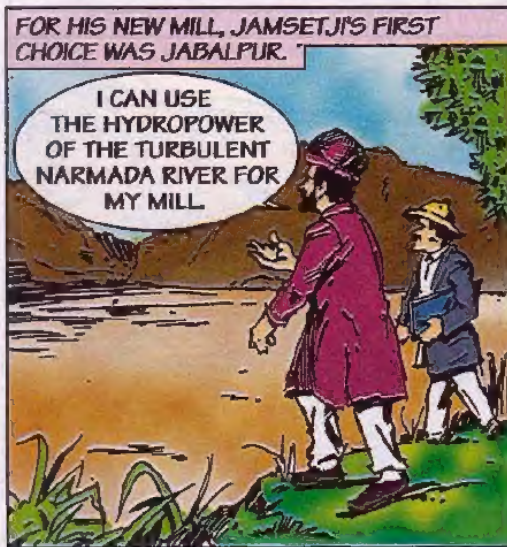
THE SELLING OF THE ALEXANDRA MILL WAS HIS FIRST STEP TOWARDS FUTURE STRATEGY. JAMSETJI WAS NOT INTERESTED IN ORDINARY VENTURES.

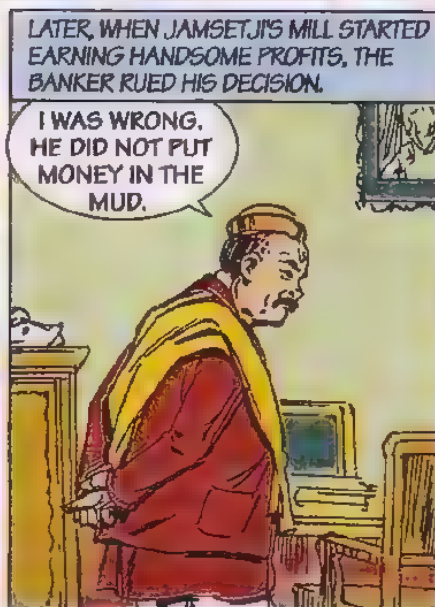
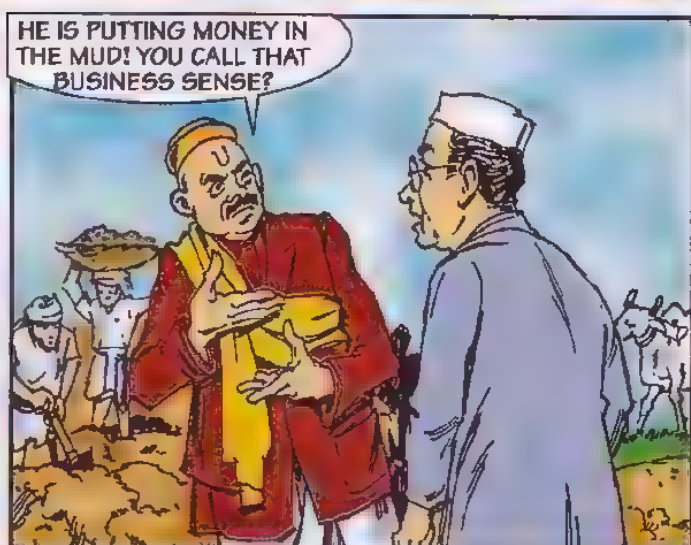
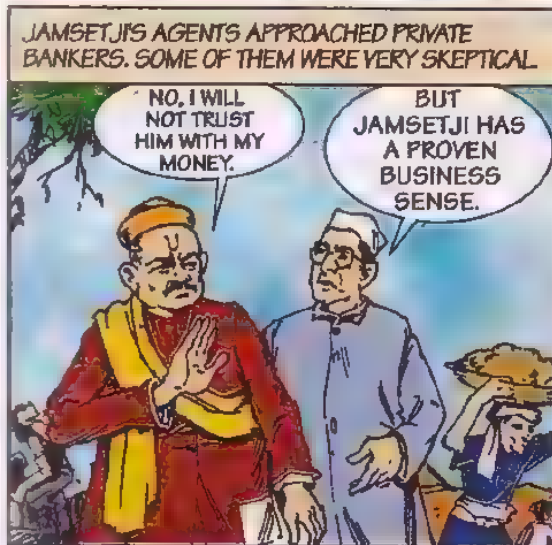
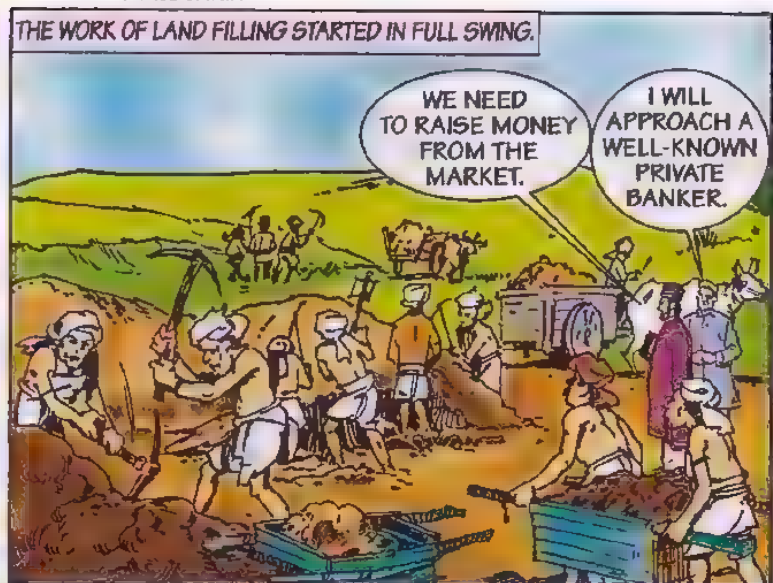




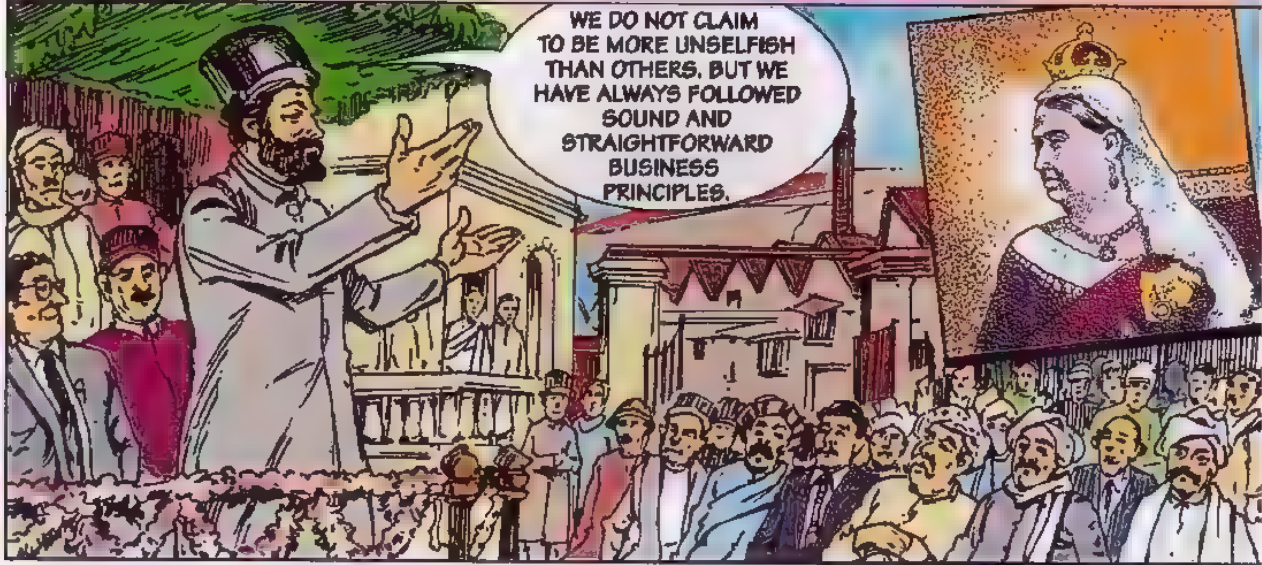
ON APRIL 26, 1873, JAMSETJI SET SAIL TO ENGLAND. HE TOOK A LONG ROUTE TO WIDEN HIS MENTAL HORIZON. THE ROUTE HE SELECTED TOOK HIM THROUGH EGYPT, SYRIA, PALESTINE, TURKEY AND RUSSIA.







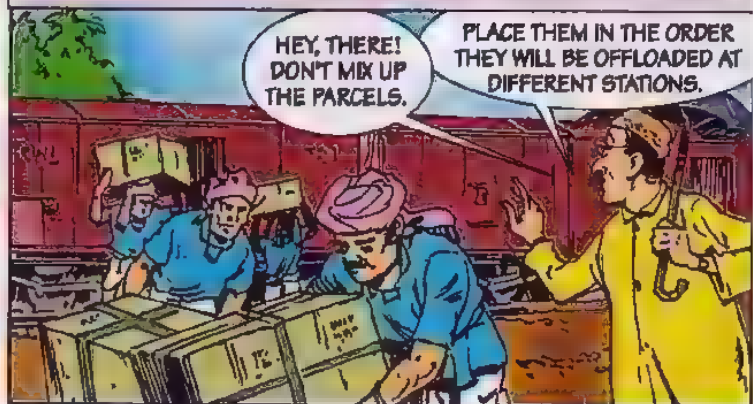
JAMSETJI TATA'S NAGPUR MILL OPENED ON JANUARY 1, 1877. THE DATE COINCIDED WITH THE PROCLAMATION OF QUEEN VICTORIA AS THE EMPRESS OF INDIA. TO MARK THIS OCCASION, THE MILL WAS NAMED THE EMPRESS MILL.



FOR SEVERAL YEARS, JAMSETJI TATA STAYED AT NAGPUR. HE WAS KEEN TO MOVE AHEAD WITH HIS OTHER PLANS.



IN 1876, JAMSETJI FOUND HIS MAN IN BEZONJI DADABHAI MEHTA, A GOODS SUPERINTENDENT ON THE GREAT INDIAN PENINSULAR RAILWAY.



BEZONJI HAD NO KNOWLEDGE OF RUNNING A MILL. JAMSETJI PERSONALLY TRAINED HIM.



AFTER TWO YEARS TRAINING-



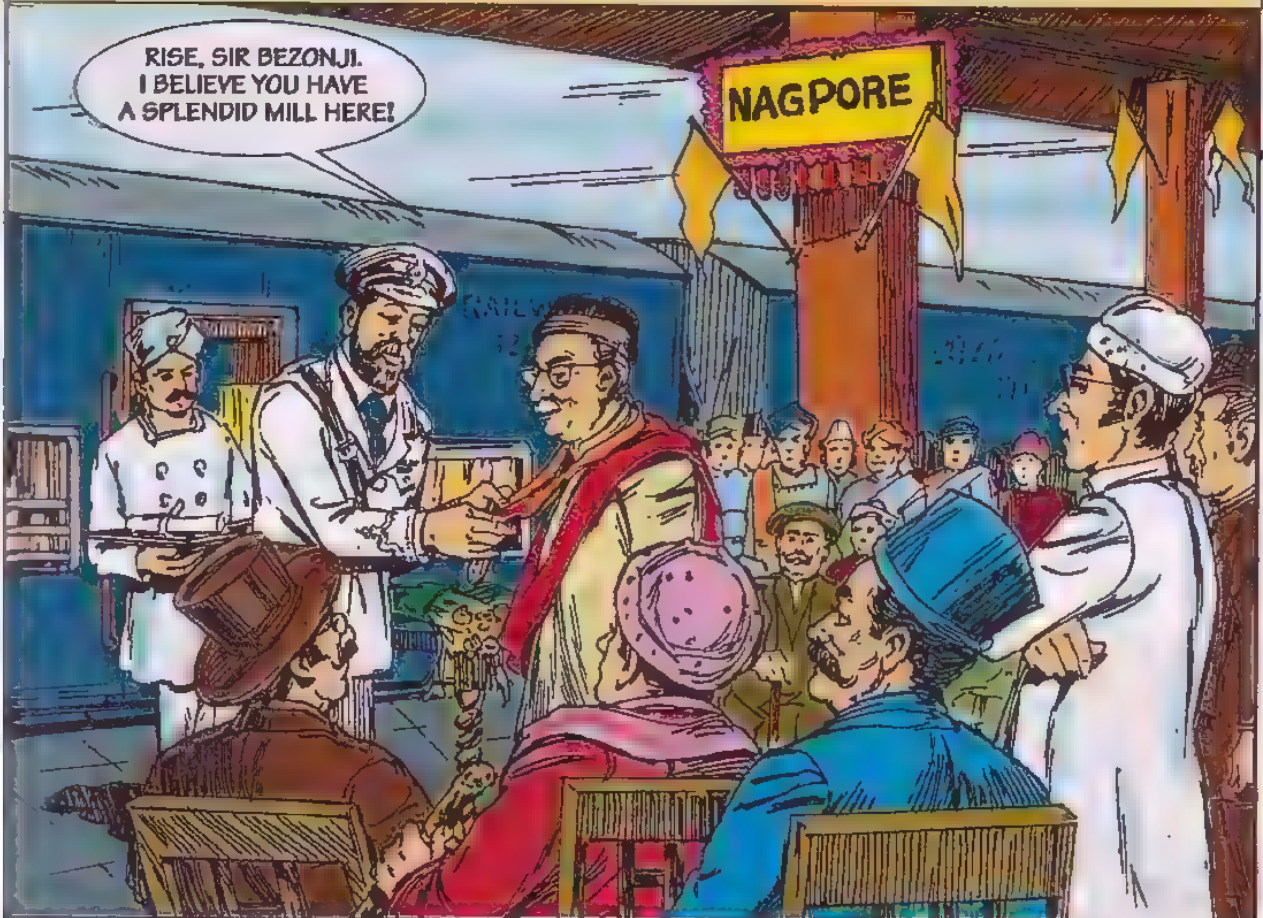
I KNOW YOU WILL. BUT I MAY NEED YOUR HELP IN OTHER PROJECTS TOO.

WHATEVER YOU WISH, SIR.



BEZONJI NOT ONLY MANAGED THE EMPRESS MILL WELL, HE BECAME A VALUABLE ADVISOR TO JAMSETJI IN ALL HIS MAJOR PROJECTS.

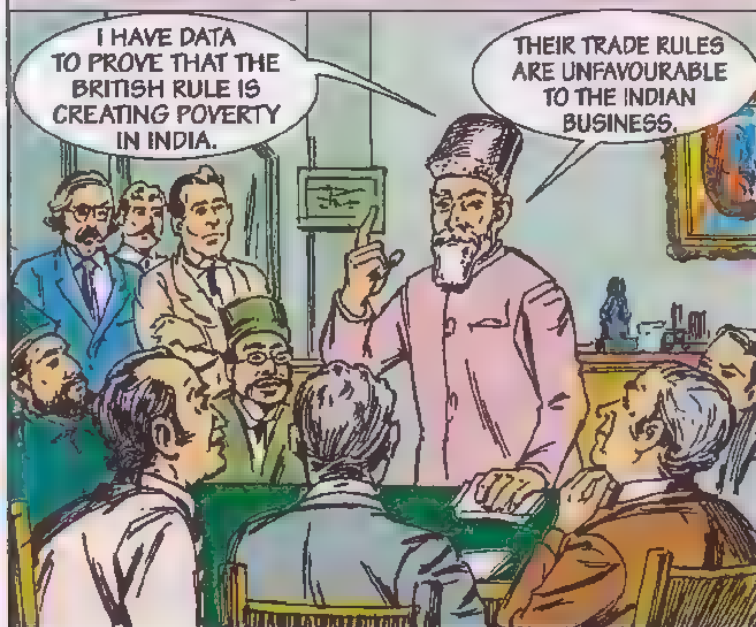
YEAR AFTER YEAR, THE DIVIDENDS OF THE EMPRESS MILL INCREASED. BEZONJI'S FAME SPREAD FAR AND WIDE. IN FACT, MUCH LATER, IN 1911, WHEN KING GEORGE V CAME TO INDIA, BEZONJI WAS INVITED TO THE ROYAL SALOON AT THE NAGPUR RAILWAY STATION. THERE, HE WAS KNIGHTED BY THE KING.



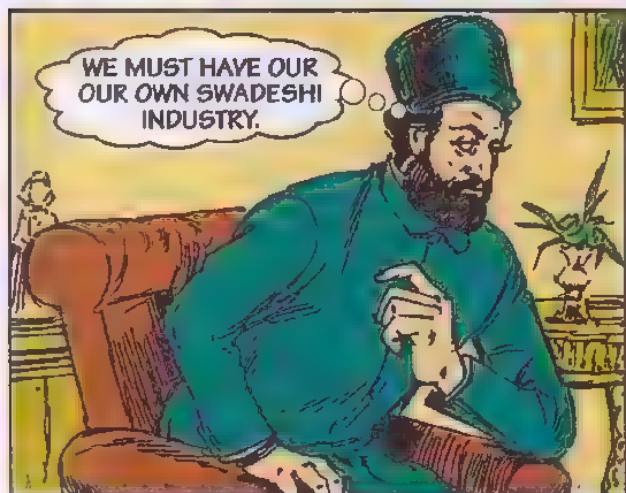
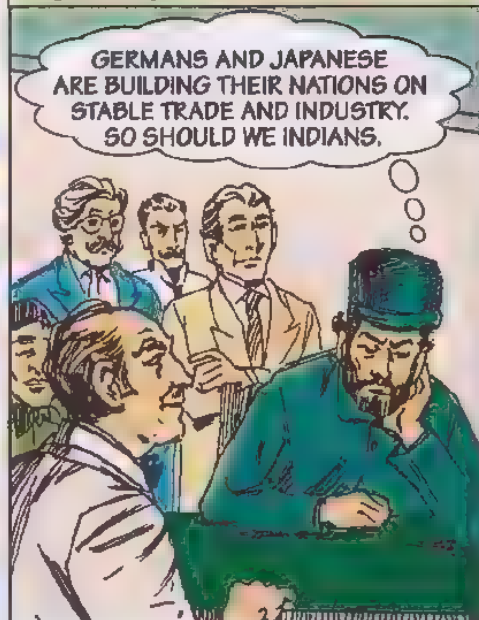
IN 1878, JAMSETJI RETURNED TO MUMBAI.



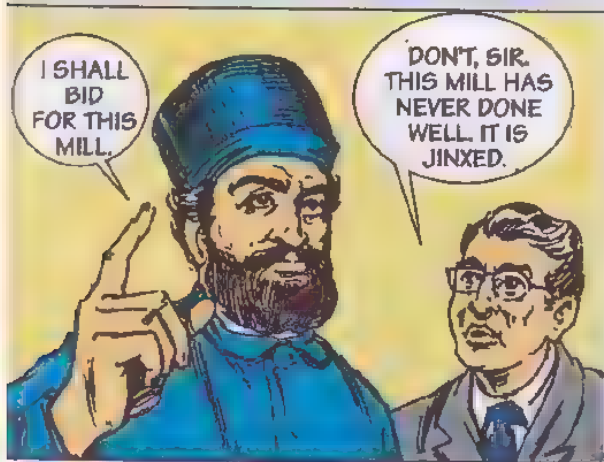
MEANWHILE, THE SWADESHI MOVEMENT WAS GAINING GROUND IN INDIA. DADABHAI NAOROJI WAS SPEARHEADING THE MOVEMENT.



THE CONCEPT OF SWADESHI APPEALED TO JAMSETJI.



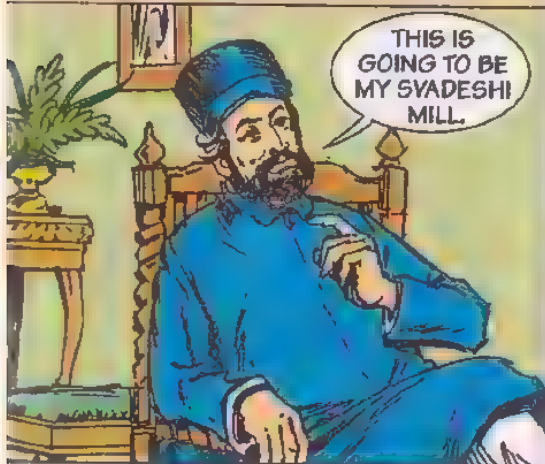
AROUND THIS TIME, DHARAMSEE MILL IN THE KURLA AREA OF MUMBAI WAS PUT UP FOR PUBLIC SALE.



JAMSETJI POSSESSED AN IRON WILL. HE COULDN'T BE DETERRED BY SUPERSTITIONS.



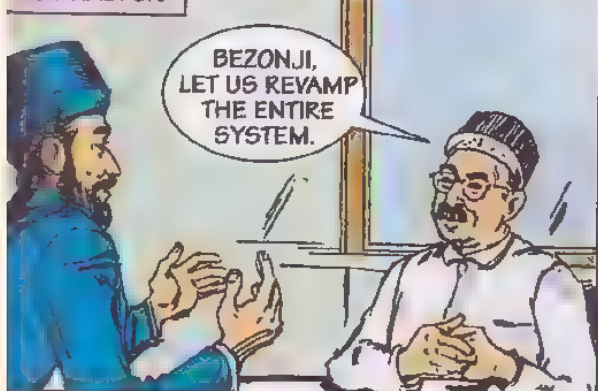
AGAINST HIS ADVISORS' OPINIONS, JAMSETJI BOUGHT THE DHARAMSEE MILL.



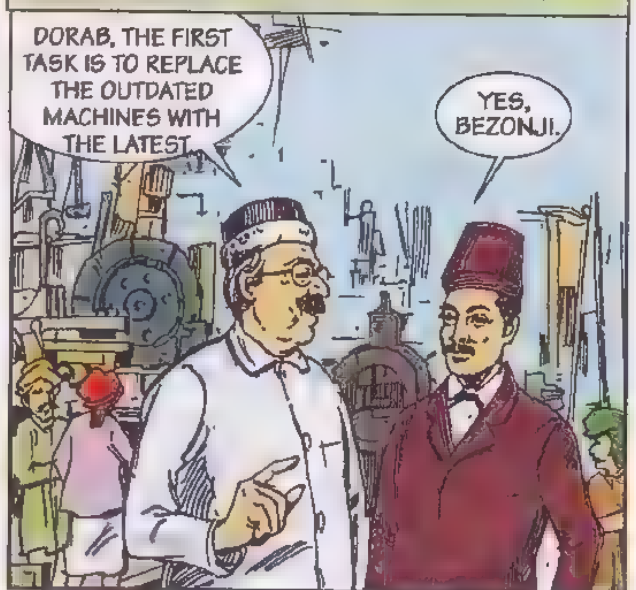
BUT THE APPREHENSIONS OF JAMSETJI'S ADVISORS WERE CORRECT. DHARAMSEE/SVADESHI MILL DID NOT PERFORM WELL.



JAMSETJI BROUGHT HIS TRUSTED ADVISOR BEZONJI FROM NAGPUR.



JAMSETJI PUT HIS SON DORAB TATA UNDER BEZONI TO GET A FIRST HAND EXPERIENCE OF MANAGEMENT.



DESPITE THEIR BEST EFFORTS, SYADESHI MILL CONTINUED TO BE BOGGED DOWN WITH PROBLEMS. SO MUCH SO THAT JAMSETJI USED TO REFER TO IT AS HIS 'ROTTEN MILL'.

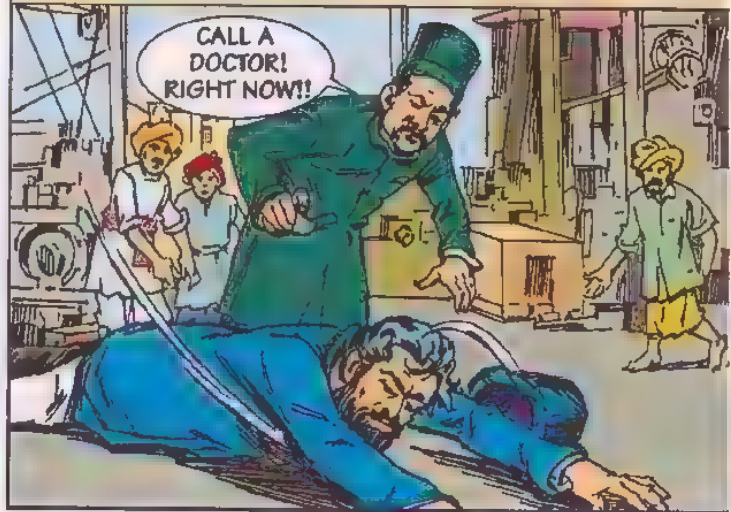
SO, HOW IS MY ROTTEN MILL DOING, BEZONJI?

NOT VERY WELL, SIR. BUT, DORAB AND I ARE WORKING HARD TO TURN IT AROUND.



ADVANCING AGE AND A MILL NOT DOING WELL HAD THEIR EFFECT ON JAMSETJI'S HEALTH. ONCE, ON A VISIT TO NAGPUR -

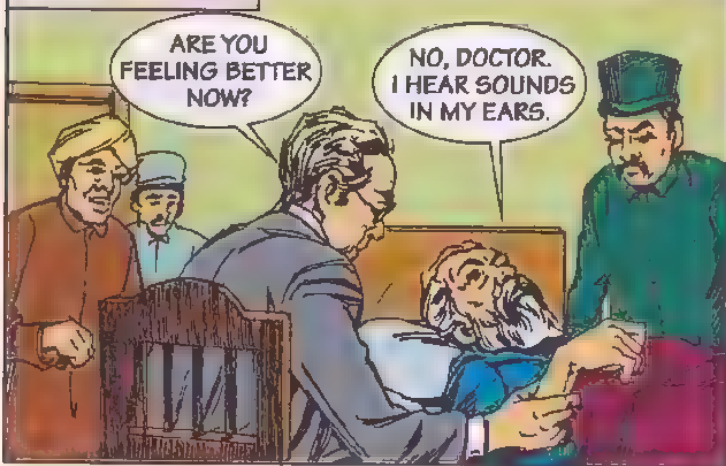
CALL A DOCTOR! RIGHT NOW!!



EVEN IN HIS UNWELL CONDITION, JAMSETJI'S SENSE OF HUMOUR DID NOT DESERT HIM.

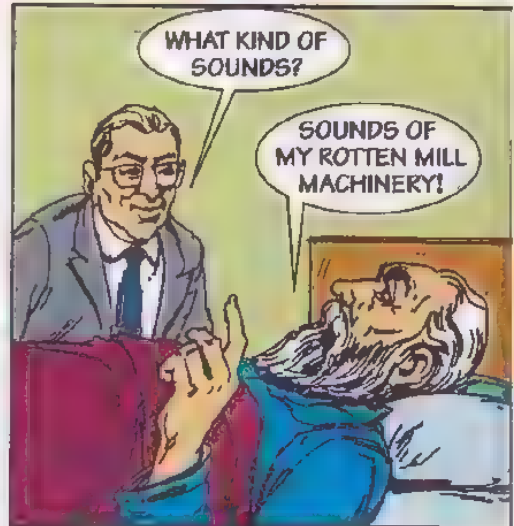
ARE YOU FEELING BETTER NOW?

NO, DOCTOR. I HEAR SOUNDS IN MY EARS.



WHAT KIND OF SOUNDS?

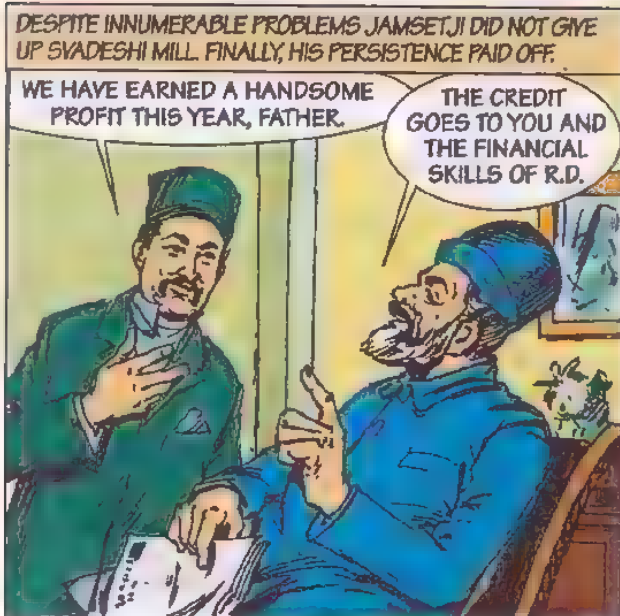
SOUNDS OF MY ROTTEN MILL MACHINERY!



DESPITE INNUMERABLE PROBLEMS JAMSETJI DID NOT GIVE UP SYADESHI MILL. FINALLY, HIS PERSISTENCE PAID OFF.

WE HAVE EARNED A HANDSOME PROFIT THIS YEAR, FATHER.

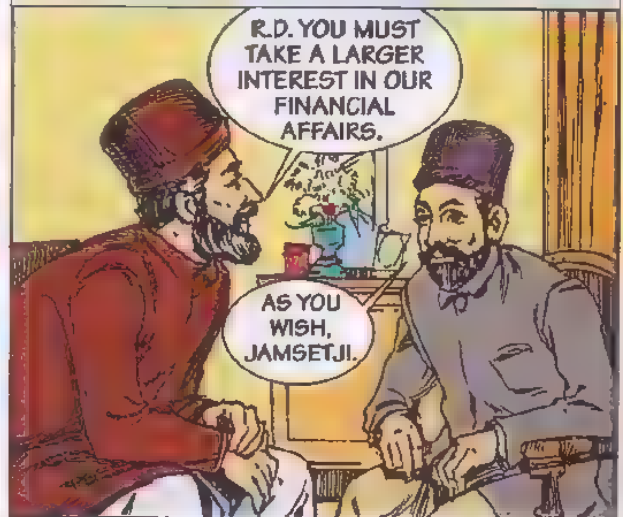
THE CREDIT GOES TO YOU AND THE FINANCIAL SKILLS OF R.D.



R.D. OR RATAN DADABHAI TATA WAS JAMSETJI'S COUSIN AND A FINANCIAL WIZARD. THE COUSINS HAD A HIGH REGARD FOR EACH OTHER.

R.D. YOU MUST TAKE A LARGER INTEREST IN OUR FINANCIAL AFFAIRS.

AS YOU WISH, JAMSETJI.



WHEN JAMSETJI FORMED TATA & SONS IN 1887, HE OFFERED PARTNERSHIP TO R.D. TATA.

YOU ARE MAKING HIM YOUR PARTNER?

ONE SHOULD ALWAYS BE GIVEN HIS DUE. COMMITMENT BEGETS COMMITMENT.



GIVING ONE HIS DUE BECAME A TRADITION IN THE HOUSE OF TATAS.

WITH A TOTAL REVAMP, THE SWADESHI MILL WAS DOING VERY WELL.

OUR EXPORTS TO CHINA HAVE INCREASED.

OUR YARNS FIND READY ACCEPTANCE IN JAVA, BUSHIRE, AND SMYRNA.



IMPROVED QUALITY OFFERED STIFF COMPETITION TO LANCASHIRE PRODUCTS. SO, THE BRITISH DECIDED TO CREATE HURDLES.

P&O SHIPPING DEMANDS HIGHER FREIGHT FROM US THAN THE BRITISH.

STRANGE! P&O IS SUBSIDISED BY THE INDIAN TAXPAYER!



LET US START USING ITALIAN AND AUSTRIAN SHIPPING LINES.

YES, LET P&O LOSE OUR BUSINESS.



WHEN JAMSETJI TRIED TO BYPASS P&O, THE EUROPEAN SHIPPING COMPANIES PLAYED FOUL.

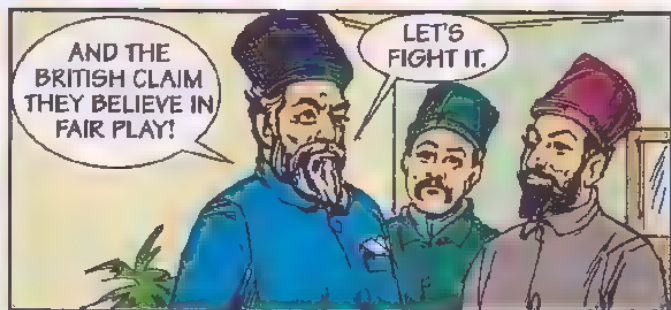
THE THREE EUROPEAN SHIPPING LINES HAVE FORMED A COMBINE.

THIS IS NOT FAIR.



AND THE BRITISH CLAIM THEY BELIEVE IN FAIR PLAY!

LET'S FIGHT IT.



WE WILL START OUR OWN SHIPPING LINE.

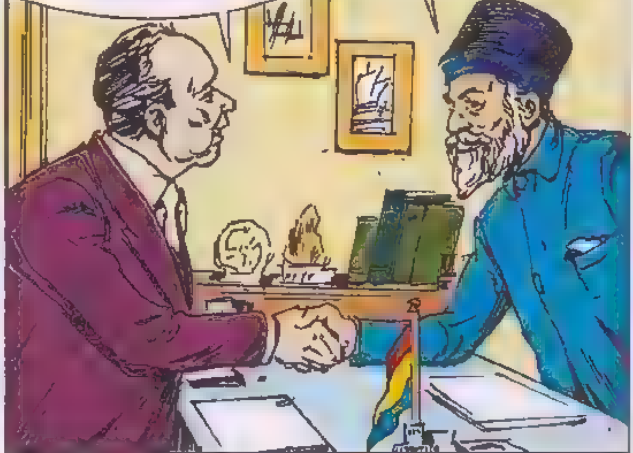


TO SEEK COOPERATION IN LAUNCHING HIS SHIPPING LINE, JAMSETJI WENT TO TOKYO.



WE WILL, IF YOU UNDERTAKE TO LEASE OUR STEAMERS AT YOUR RESPONSIBILITY.

CERTAINLY!



JAMSETJI INFORMED HIS SON DORAB ABOUT THE SHIPPING LINE AND SUGGESTED THE NAME "TATA LINE". HE ALSO SUGGESTED THE DESIGN OF THE LINE'S FLAG.

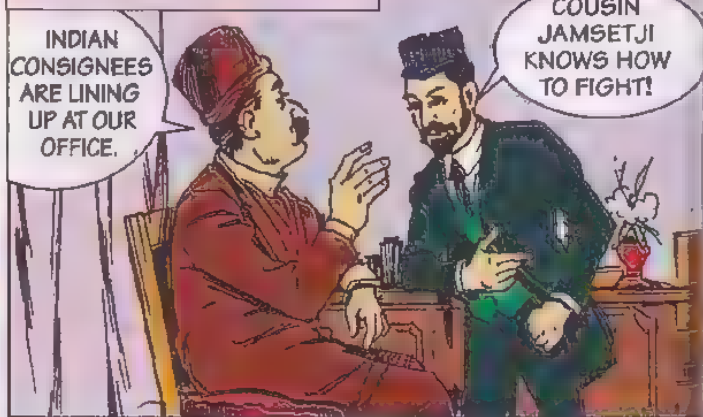


*THIS WAS ONE OF THOSE RARE OCCASIONS WHEN JAMSETJI USED HIS FAMILY NAME FOR ONE OF HIS VENTURES. HE NEVER SOUGHT PERSONAL RECOGNITION.

TATA LINE WAS LAUNCHED. P&O WERE CHARGING Rs.19 PER TON, TATA LINE OFFERED Rs.12.

INDIAN CONSIGNEES ARE LINING UP AT OUR OFFICE.

COUSIN JAMSETJI KNOWS HOW TO FIGHT!



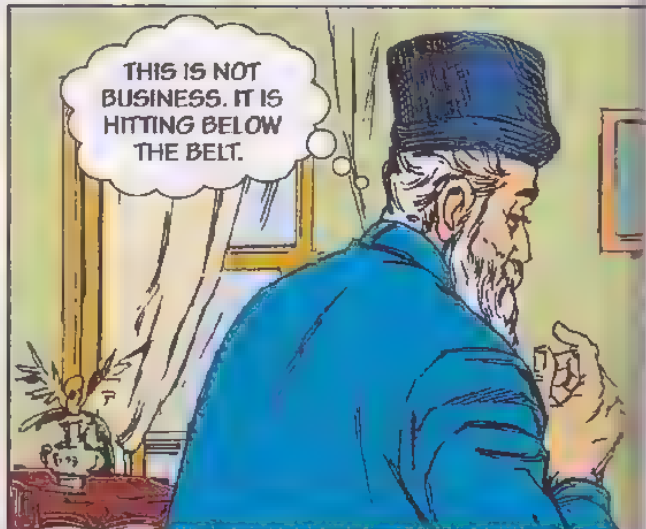
BUT THE P&O COMBINE WAS UP TO MEAN TRICKS AGAIN.

P&O HAVE REDUCED THEIR FREIGHT TO A RIDICULOUS Rs. 1.5.

THEY ARE EVEN OFFERING TO CARRY COTTON FREE TO JAPAN.

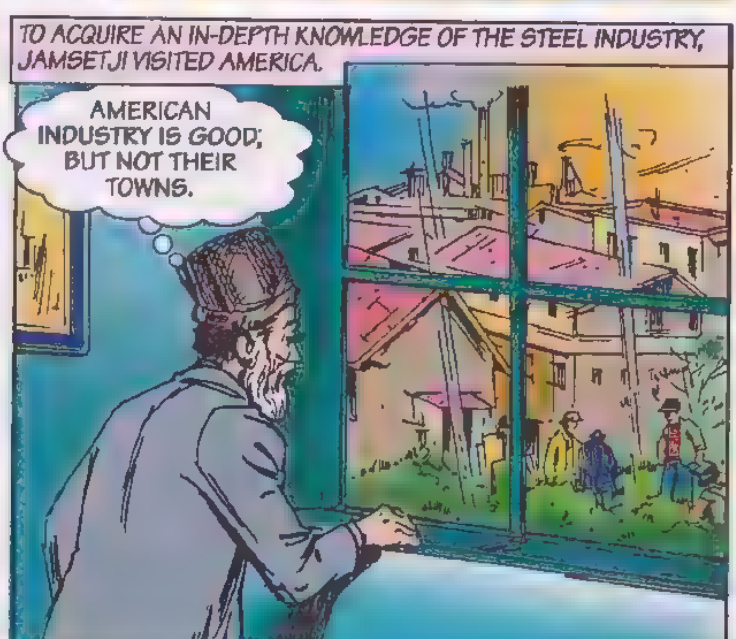
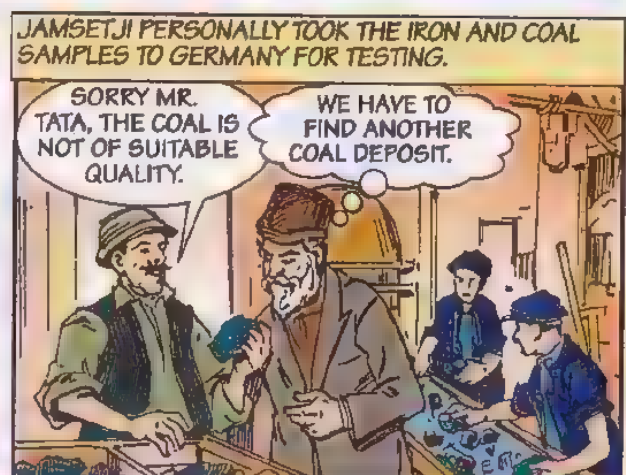
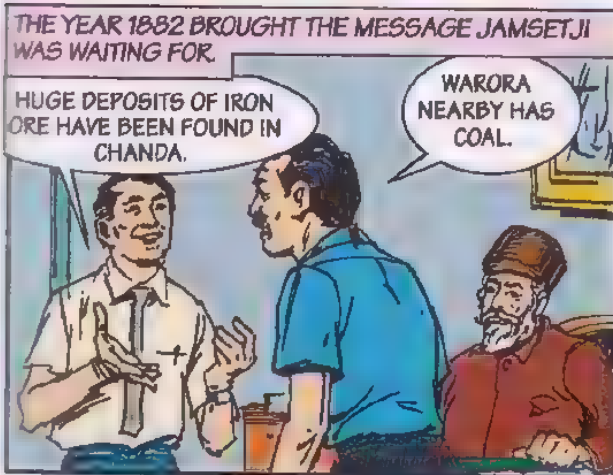


THIS IS NOT BUSINESS. IT IS HITTING BELOW THE BELT.



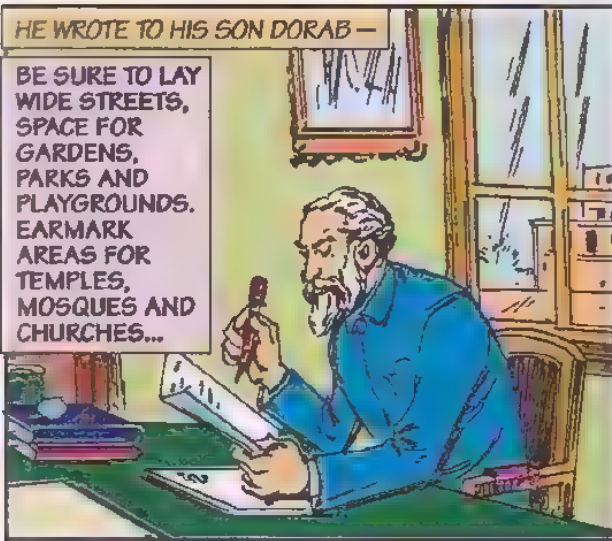
SUCH UNFAIR TACTICS COULD NOT BE FOUGHT BY FAIR MEANS. FOR THE FIRST TIME JAMSETJI ADMITTED DEFEAT. HE CLOSED DOWN HIS SHIPPING LINE.

BUT SETBACKS DO NOT DETER GREAT MEN. WITH SINGLE-MINDED DEVOTION, JAMSETJI TATA SET OUT TO REALISE HIS FOUR DREAM PROJECTS - STEEL, INSTITUTE OF SCIENCE, POWER AND A GRAND HOTEL IN MUMBAI. IF SHIPPING WAS AN UNCHARTED TERRITORY FOR AN INDIAN, SO WAS STEEL!



HE WROTE TO HIS SON DORAB —

BE SURE TO LAY WIDE STREETS, SPACE FOR GARDENS, PARKS AND PLAYGROUNDS. EARMARK AREAS FOR TEMPLES, MOSQUES AND CHURCHES...



WITH HIS STEEL PROJECT IN PROGRESS, JAMSETJI WAS TOTALLY FOCUSED ON IT.

I HAVE TO FIND SOMEONE TO MANAGE MY STEEL PLANT.



IN 1902, JAMSETJI FOUND HIS MAN IN CHARLES PERIN, A HARVARD GRADUATE IN METALLURGY.

MR. PERIN I WANT YOU TO BUILD MY STEEL PLANT.

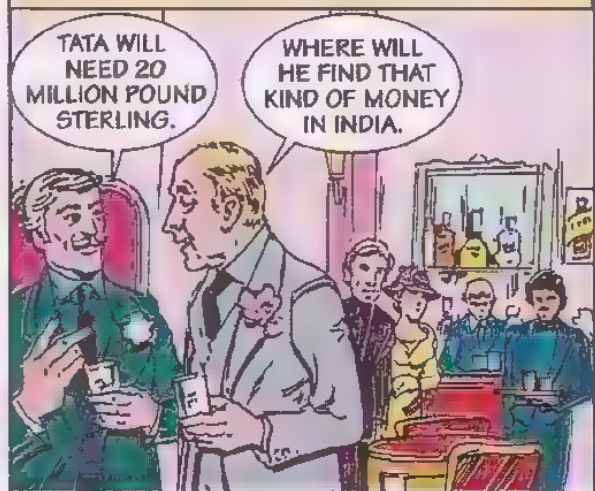
SURE, MR. TATA.



THE FIRST STEEL PLANT IN INDIA. A STEP INTO THE UNKNOWN. NATURALLY THERE WAS SKEPTICISM.

TATA WILL NEED 20 MILLION POUND STERLING.

WHERE WILL HE FIND THAT KIND OF MONEY IN INDIA.



BUT, THE SKEPTICS HAD NO IDEA OF THE GOODWILL JAMSETJI HAD BUILT FOR THE TATAS. WHEN THE ISSUE FOR THE STEEL PLANT WAS LAUNCHED —

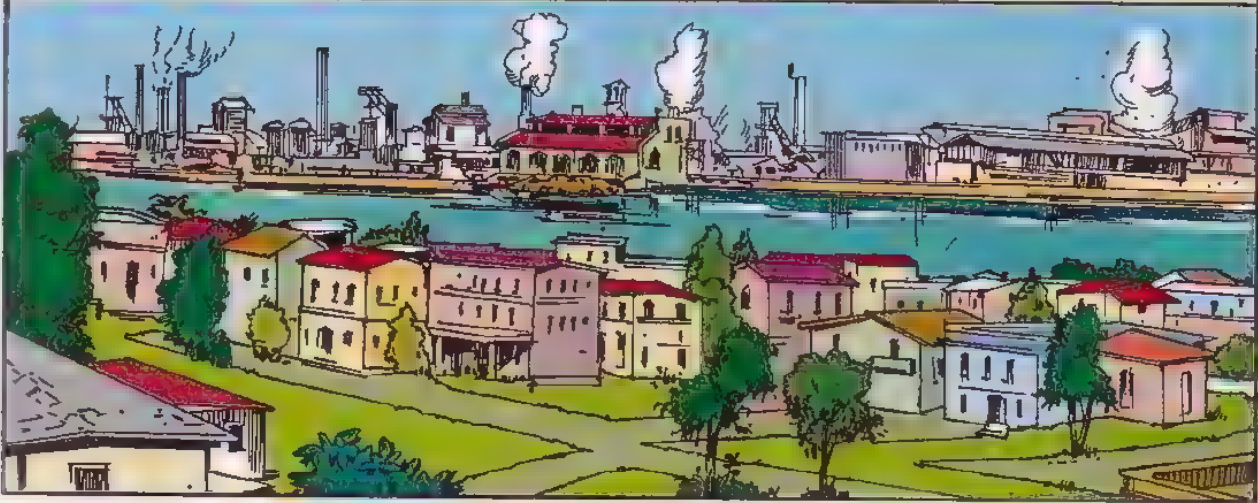
THERE ARE LONG QUEUES OF INVESTORS IN FRONT OF OUR OFFICE.



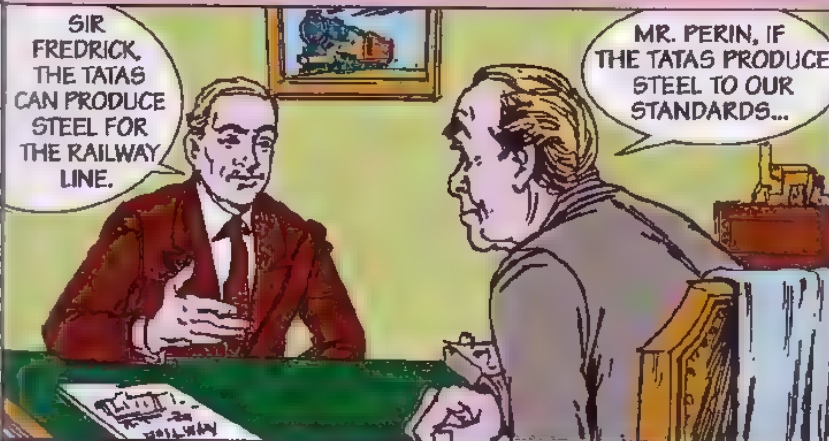
PEOPLE HAVE COME WITH CHAIRS AND TIFFIN BOXES. THEY ARE PREPARED FOR A LONG WAIT.



LIKE THE SWADESHI MILL, TATA STEEL TOO WAS A PURELY SWADESHI VENTURE - BY AN INDIAN, OF THE INDIANS, FOR THE INDIANS.



DESPITE JAMSETJI TATA'S SUPERLATIVE SUCCESS, THE AVERAGE ENGLISHMAN DIDN'T CHANGE HIS CONDESCENDING OPINION ABOUT THE INDIANS. WHEN PERIN MET SIR FREDRICK, CHAIRMAN OF THE INDIAN RAILWAYS...



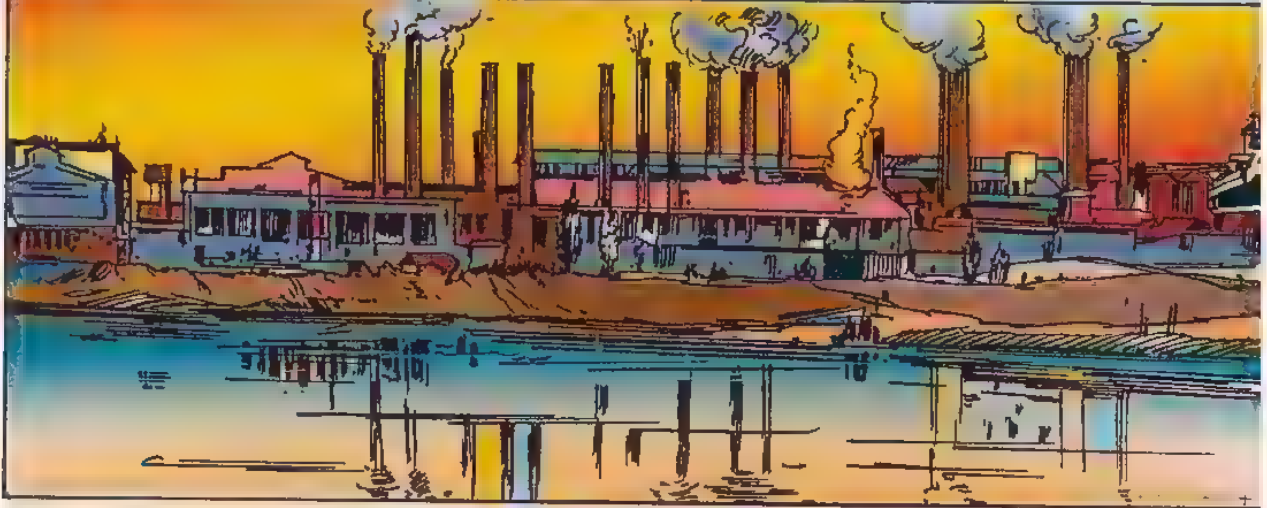
DESPITE THE RAILWAY CHAIRMAN'S SKEPTICISM, THE TATAS DID PRODUCE QUALITY STEEL, WHICH WAS USED BY THE BRITISH RAILWAYS.



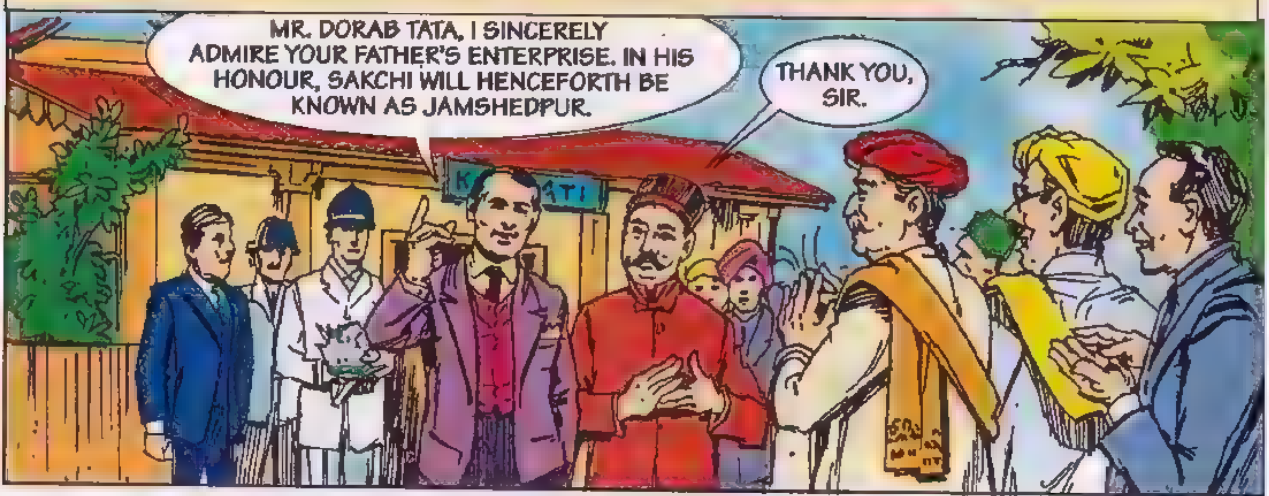
WHEN TATA STEEL FOUND ACCEPTANCE BY THE RAILWAYS, DORAB TATA RECALLED SIR FREDRICK'S ACID REMARKS —



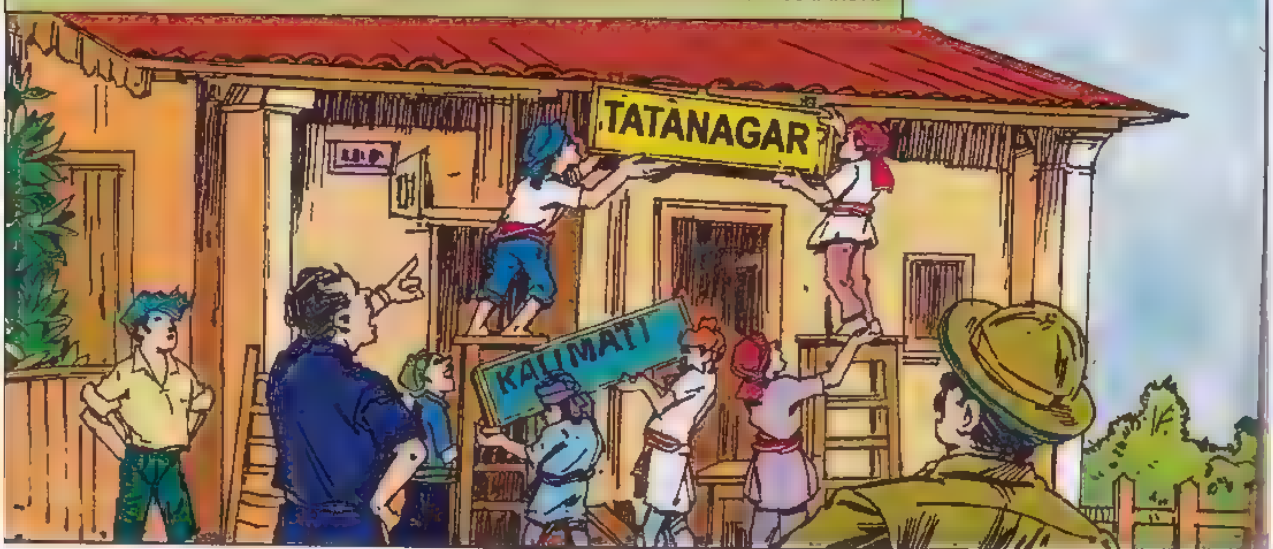
WHEN JAMSETJI HAD EMBARKED ON BUILDING HIS STEEL PLANT (WHICH CAME UP AFTER HE PASSED AWAY), NO ONE IN THEIR WILDEST DREAMS COULD HAVE IMAGINED ITS STUPENDOUS SUCCESS. A SUCCESS NEVER WITNESSED BEFORE IN THIS COUNTRY.



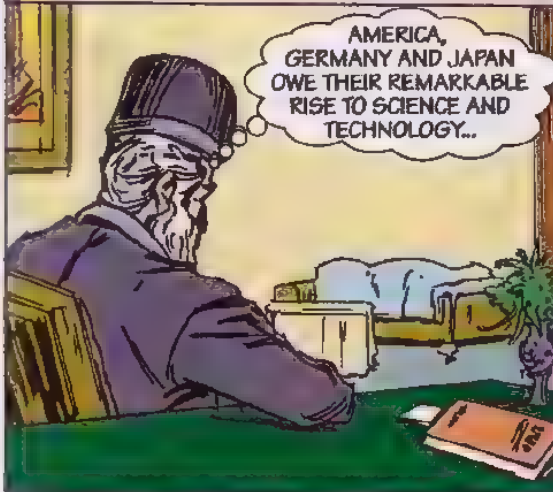
IN FACT, YEARS LATER, ON JANUARY 2, 1919, WHEN VICEROY LORD CHELMSFORD CAME TO VISIT THE PLANT—



A LITTLE LATER, THE BIHAR GOVERNMENT RENAMED KALIMATI AS TATANAGAR STATION.



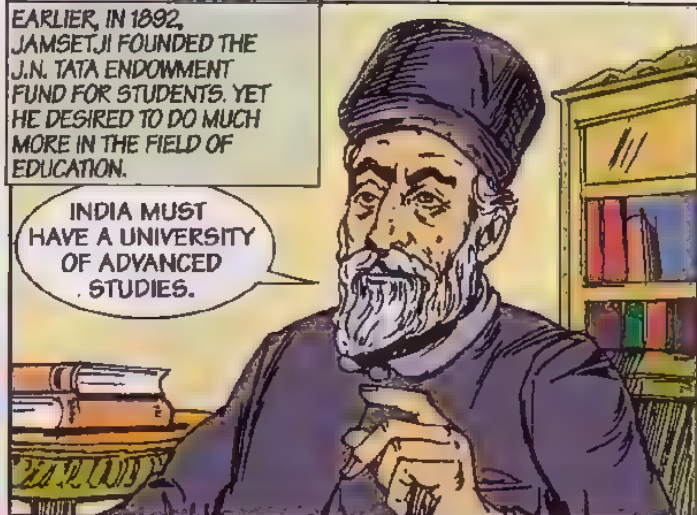
JAMSETJI WAS AWARE THAT INDUSTRIAL DEVELOPMENT CANNOT BE MANAGED WITHOUT THE SUPPORT OF MODERN SCIENTIFIC EDUCATION.



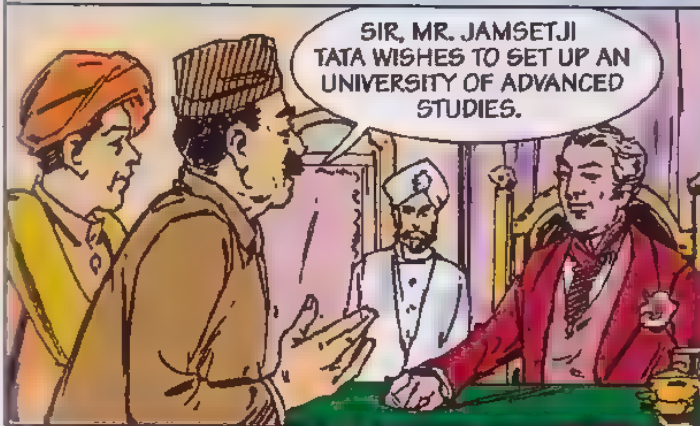
EARLIER, IN 1892, JAMSETJI FOUNDED THE J.N. TATA ENDOWMENT FUND FOR STUDENTS. YET HE DESIRED TO DO MUCH MORE IN THE FIELD OF EDUCATION.

INDIA MUST HAVE A UNIVERSITY OF ADVANCED STUDIES.

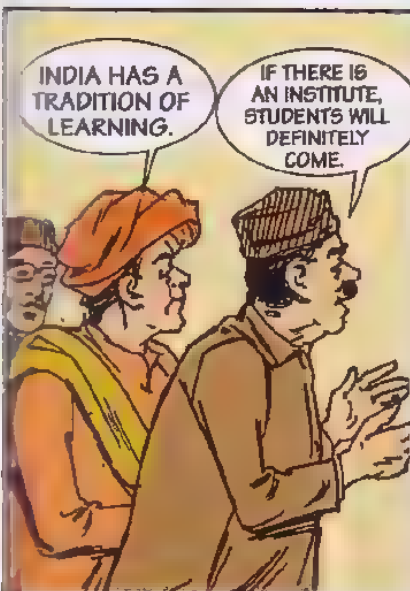
1892 WAS ALSO THE YEAR IN WHICH JAMSETJI'S YOUNGER SON, RATAN TATA, MARRIED NAJIA SETH.



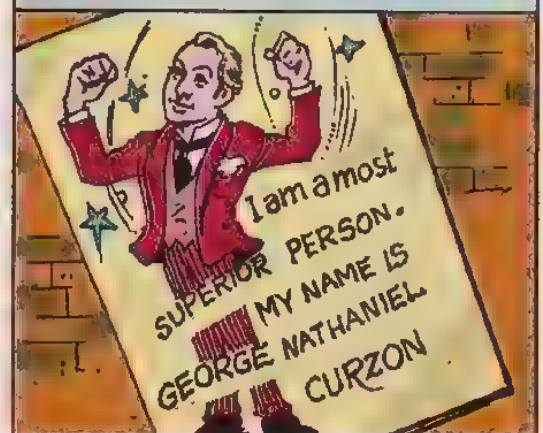
THE UNIVERSITY WAS JAMSETJI'S MOST CHERISHED DREAM. IN 1899, A DELEGATION MET VICEROY CURZON TO SEEK GOVERNMENT COOPERATION TO ENDOW SCIENCE RESEARCH INSTITUTIONS.



CURZON'S REACTION WAS DISMISSIVE.



THE BRITISH WERE GENERALLY CONDESCENDING OF INDIANS, BUT CURZON WAS PARTICULARLY HAUGHTY. EVEN DURING HIS UNDERGRADUATE YEARS, HIS PEERS HAD THIS OPINION OF HIM —



JAMSETJI HAD FACED MANY HURDLES BEFORE. THE BIGGEST SO FAR WAS LORD CURZON. BUT JAMSETJI POSSESSED A WILL OF STEEL.

I SHOULDN'T DELAY MY PLANS FOR CURZON.



HE ASKED A YOUNG PROFESSOR, BURJORJI PADSHAH, TO CARRY THE WORK FORWARD.

BURJORJI, VISIT THE BEST UNIVERSITIES OF EUROPE AND AMERICA...

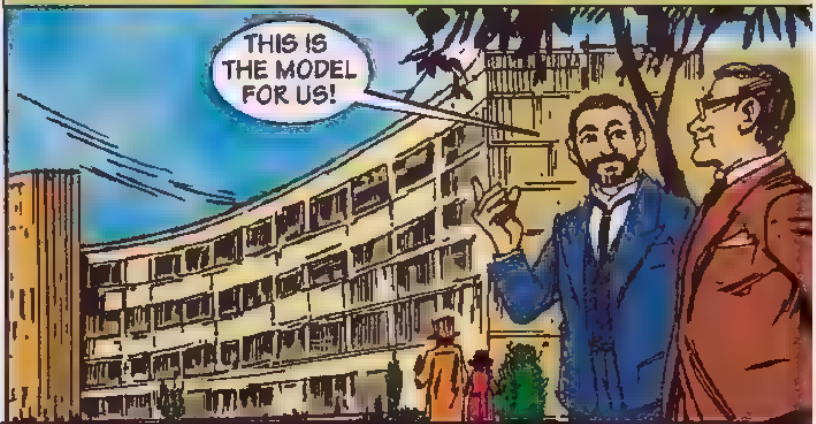


...AND SUGGEST THE MOST SUITABLE MODEL FOR US.



BURJORJI TRAVELLED FOR 18 MONTHS. HE WAS REALLY IMPRESSED BY JOHN HOPKINS UNIVERSITY IN BALTIMORE, USA.

THIS IS THE MODEL FOR US!



HE RETURNED TO INDIA IN 1898. IN THE SAME YEAR, DORAB TATA WAS MARRIED TO MEHERBAI BHABHA.

JAMSETJI NOW HAD AN IDEAL MODEL. BUT CURZON WAS NOT BUDGING. NEITHER WAS JAMSETJI. THUS ENSUED A BATTLE OF WITS.

THE GOVERNMENT WILL NOT ASK THE RAJAS TO FINANCE YOUR UNIVERSITY.



WE WILL APPROACH THEM ON OUR OWN.



THIS IS A COVERT ATTEMPT TO SEEK PERSONAL GLORY.



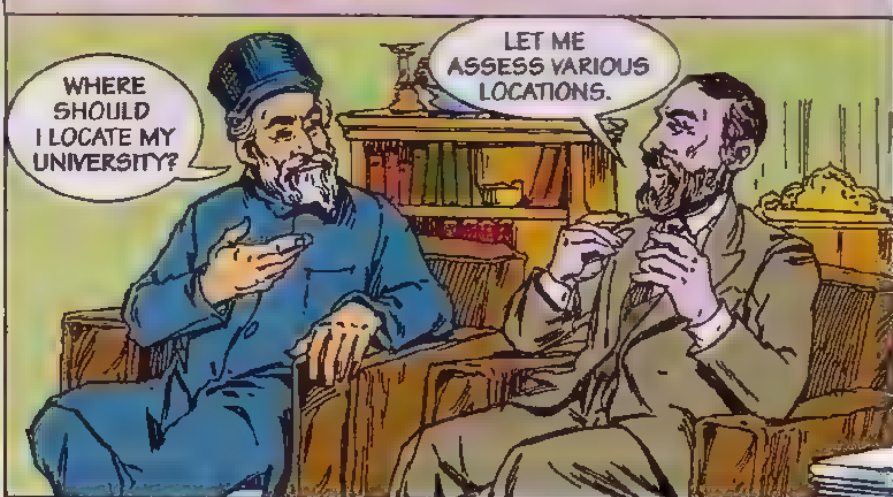
I HAVE NEVER ATTACHED MY NAME TO MY ENTERPRISE.



THE UNIVERSITY IS A NATIONAL PROJECT. IT WILL BEAR A NATIONAL NAME!



JAMSETJI ALWAYS SOUGHT THE ADVICE OF THE BEST BRAINS. FOR HIS UNIVERSITY, HE CONSULTED NOBEL LAUREATE DR. WILLIAM RAMSAY, THE INVENTOR OF NEON, INVITING HIM TO INDIA IN 1900.



WHERE SHOULD I LOCATE MY UNIVERSITY?

LET ME ASSESS VARIOUS LOCATIONS.

THERE WERE THREE FEASIBLE LOCATIONS - MUMBAI, MYSORE AND BANGALORE.



I RECOMMEND BANGALORE!

I ALSO RECOMMEND A GOVERNMENT GRANT OF AT LEAST 5,000 POUNDS PER ANNUM.



BUT CURZON WAS AS OBSTINATE AS EVER.



NOTHING MORE THAN 2,000 POUNDS.

I OFFER A THIRD OF MY LANDED PROPERTY. THE GOVERNMENT SHOULD AT LEAST MATCH THAT.



2,000 POUNDS AND NOT A FARTHING MORE!



I HAVE TWO SONS. I ADOPT THE UNIVERSITY AS MY THIRD!



I WILL WRITE A CODICIL TO MY WILL.



THE BATTLE CONTINUED. CURZON REMAINED ARROGANT AND ADAMANT. FINALLY, JAMSETJI DECIDED TO APPROACH THE SECRETARY FOR INDIA, OVER CURZON'S HEAD.

ON JANUARY 20, 1904, A FEW MONTHS BEFORE HIS DEATH, JAMSETJI WROTE A CODICIL TO HIS WILL.

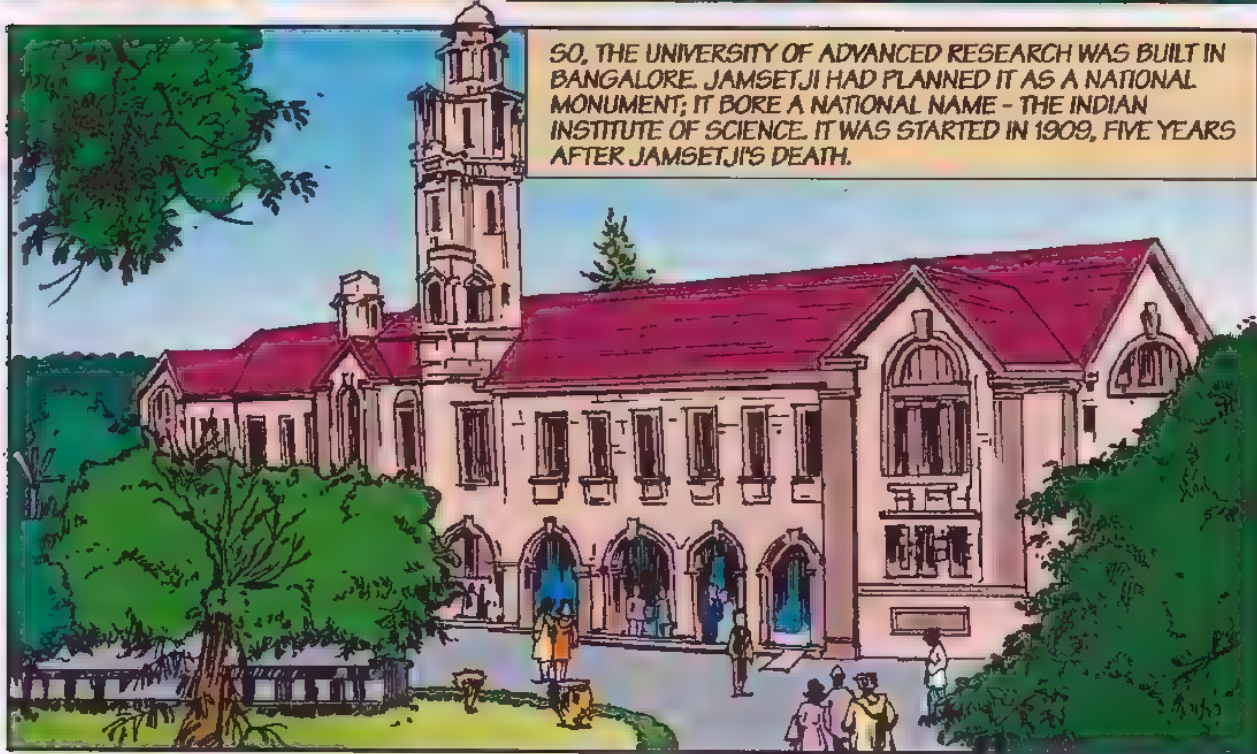
IF THE UNIVERSITY IS REALISED AFTER MY DEATH, THE EXECUTORS OF MY WILL SHALL PROVIDE SUFFICIENT PROPERTY OR FUNDS OUT OF MY GENERAL ESTATE.



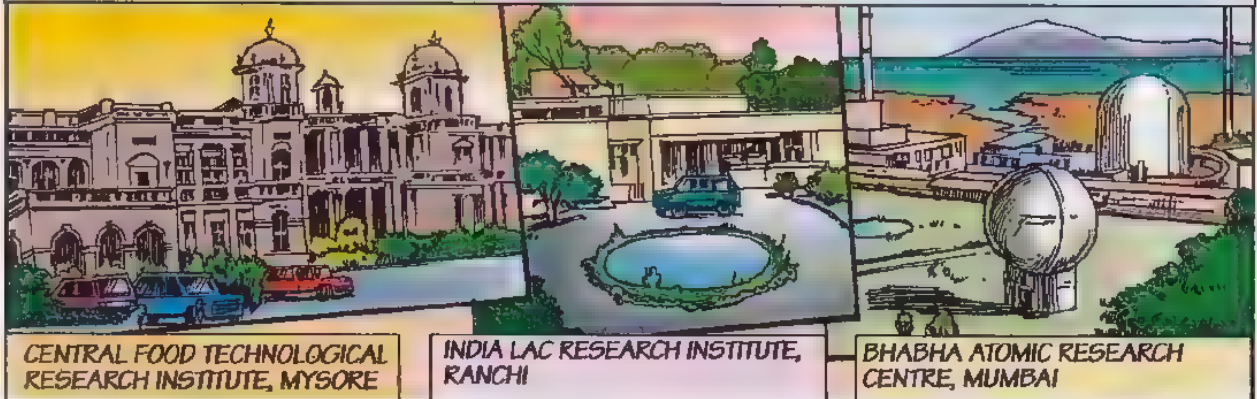
JAMSETJI'S PERSISTENT EFFORTS PREVAILED. CURZON EVENTUALLY RELENTED UNDER PRESSURE FROM HIGHER OFFICIALS IN LONDON.



SO, THE UNIVERSITY OF ADVANCED RESEARCH WAS BUILT IN BANGALORE. JAMSETJI HAD PLANNED IT AS A NATIONAL MONUMENT; IT BORE A NATIONAL NAME - THE INDIAN INSTITUTE OF SCIENCE. IT WAS STARTED IN 1909, FIVE YEARS AFTER JAMSETJI'S DEATH.



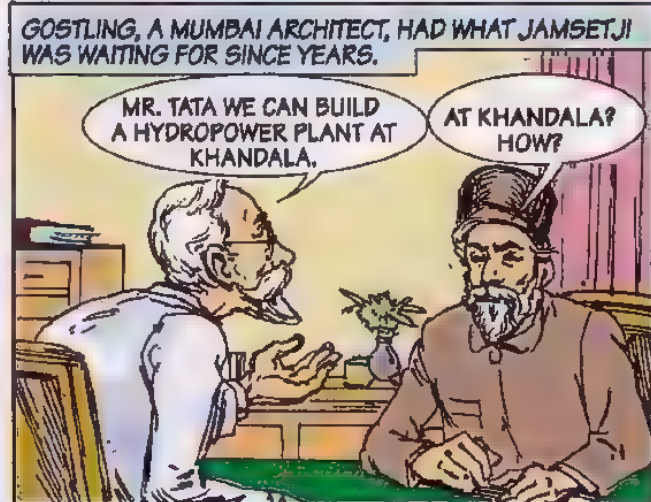
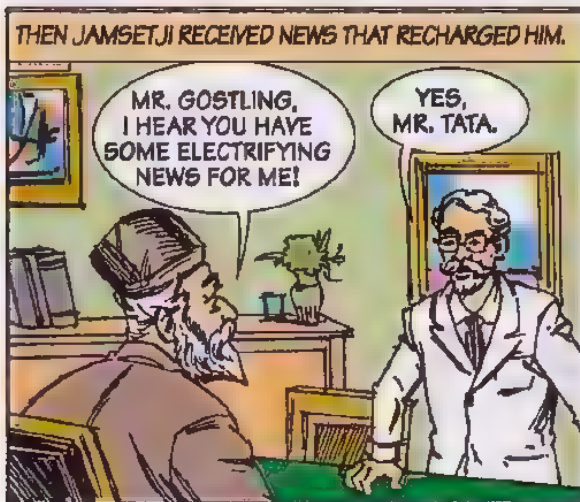
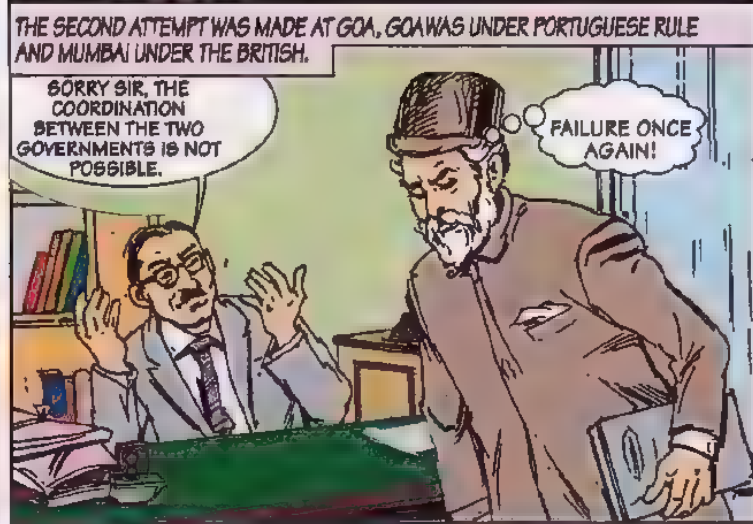
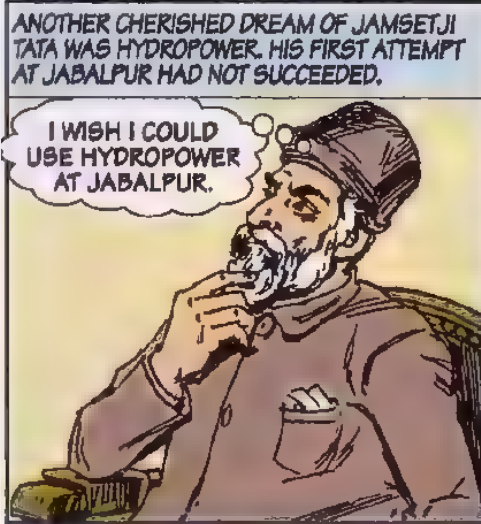
THE OUTREACH OF THE INSTITUTE WAS UNPARALLELED. IT HAD A DIRECT ROLE IN THE CREATION OF VARIOUS INSTITUTIONS OF REPUTE.



CENTRAL FOOD TECHNOLOGICAL RESEARCH INSTITUTE, MYSORE

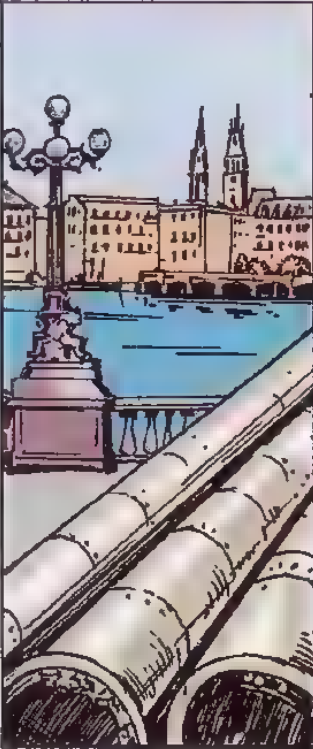
INDIA LAC RESEARCH INSTITUTE, RANCHI

BHABHA ATOMIC RESEARCH CENTRE, MUMBAI



THE WORK BEGAN WITH A TOTAL COMMITMENT. THE BEST MATERIAL WAS PROCURED FROM ALL OVER THE WORLD.

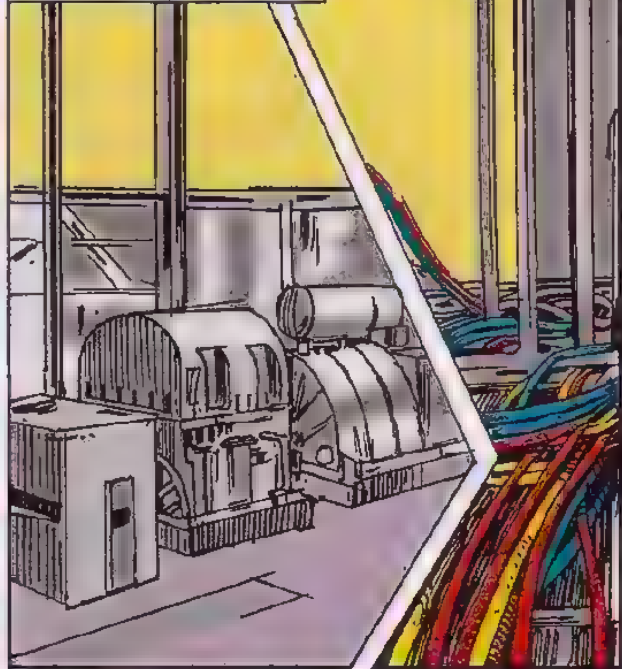
PIPELINES FROM GERMANY.



WATERWHEELS FOR GENERATORS FROM SWITZERLAND.

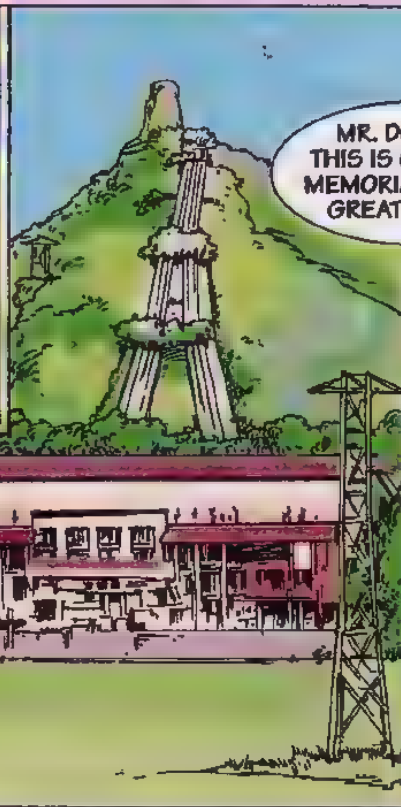


GENERATORS FROM AMERICA.



CABLES FROM ENGLAND.

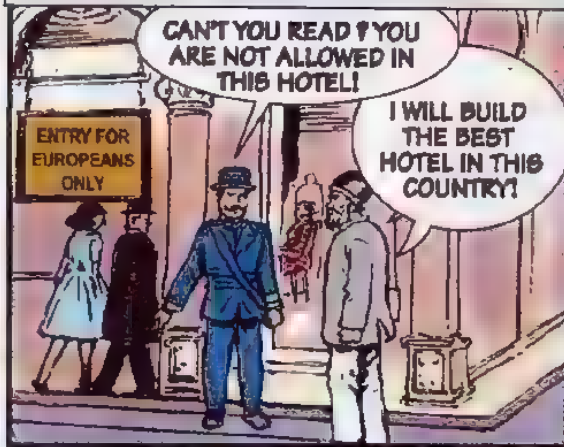
THE FOUNDATION OF THE WALWHAN DAM WAS LAID IN FEBRUARY 1911, A FEW YEARS AFTER JAMSETJI'S DEATH. EXACTLY FOUR YEARS LATER, LORD WILLINGDON PRESSED A SWITCH AND ELECTRICITY FLOWED TO MUMBAI.



MR. DORABJI, THIS IS ONE MORE MEMORIAL TO YOUR GREAT FATHER.



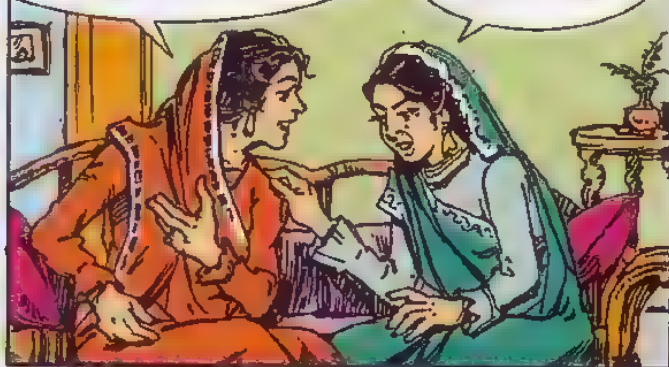
WITH ITS GROWING ECONOMY, MUMBAI NEEDED A WORLD CLASS HOTEL. AN UNSAVOURY INCIDENT SPURRED JAMSETJI TO BUILD ONE HIMSELF.



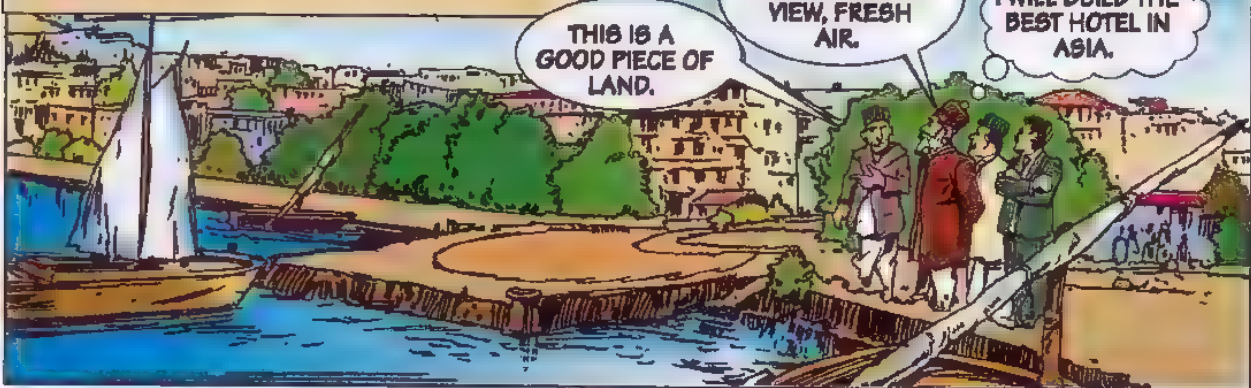
WHEN JAMSETJI'S SISTER HEARD OF THE NEW PROJECT--

HE PLANS TEXTILE MILLS, STEEL PROJECTS, POWER PLANTS AND AN INSTITUTE OF SCIENCE. BUT A HOTEL?!

BROTHER WANTS TO START A BHATTARKHANA*!!



ON NOVEMBER 1, 1898, JAMSETJI ACQUIRED TWO AND A HALF ACRES OF LAND OPPOSITE APOLLO BUNDER IN MUMBAI.

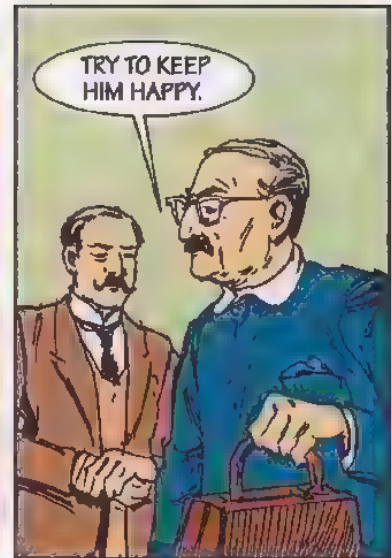


JAMSETJI SPARED NO EXPENSE TO MAKE THE TAJ A FABULOUS HOTEL. HE PERSONALLY WENT TO ORDER ELECTRICAL MACHINERY FROM DUSSELDORF, CHANDELIERS FROM BERLIN AND CAST IRON PILLARS STILL EXISTING FROM A PARIS EXHIBITION.



* A "BHATTARKHANA" IS AN EATING JOINT. IN INDIA, MOST EATING PLACES ADDRESS THEMSELVES AS 'HOTELS'.

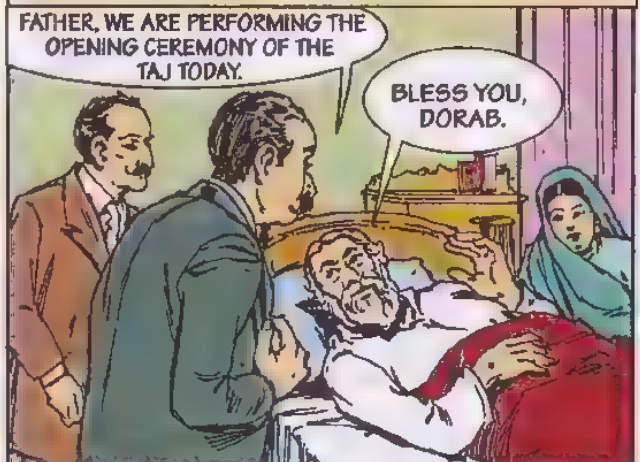
THE YEARS OF TOIL HAD AN ADVERSE EFFECT ON JAMSETJI'S HEALTH. AGE WAS CATCHING UP TO HIM.



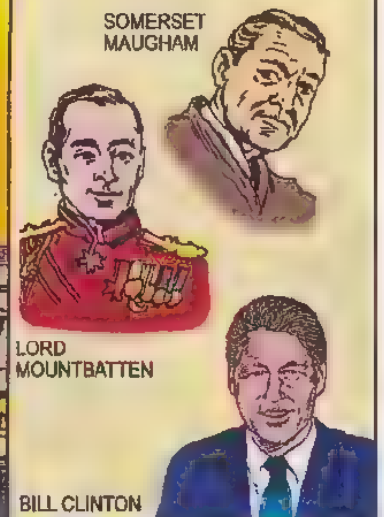
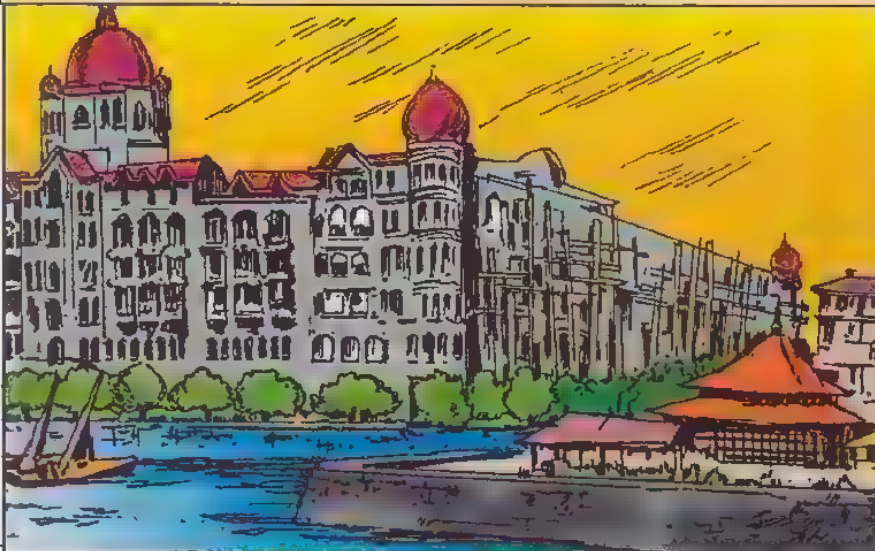
NONE OF JAMSETJI'S PROJECTS HAD BEEN COMPLETED.



THE TAJ MAHAL HOTEL BUILDING TOO WAS INCOMPLETE. ONLY ONE WING WAS READY. YET, IN 1903 -



FOR SEVERAL DECADES, THE TAJ REMAINED THE ONLY WORLD-CLASS HOTEL IN INDIA. IT HAS BEEN FEATURED IN A HUNDRED BOOKS.



JAMSETJI NOW WAS 64. HIS HEALTH SHOWED NO SIGNS OF IMPROVEMENT.

DORAB, HE MAY RECOVER IN THE EQUITABLE CLIMATE OF EUROPE.

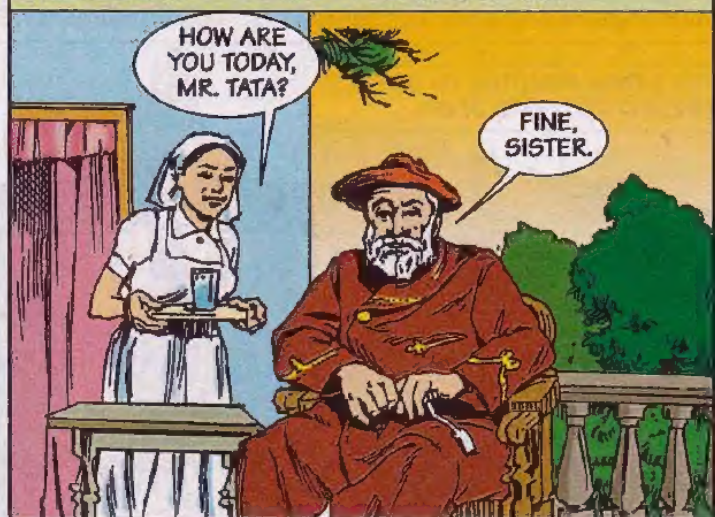
I WILL MAKE ARRANGEMENTS, DOCTOR.



JAMSETJI MOVED TO EUROPE FOR RECUPERATION.

HOW ARE YOU TODAY, MR. TATA?

FINE, SISTER.



THE EUROPEAN CLIMATE DID NOT HELP. YEARS OF HECTIC SCHEDULES, TRAVELS ACROSS THE WORLD, AND A RICH SPICY DIET WERE TAKING THEIR TOLL.

HE IS MUCH WORSE TODAY. CALL HIS SON.

YES, DOCTOR.



ON MARCH 3, 1904, JAMSETJI'S WIFE HEERABAI PASSED AWAY.

ON MAY 17, 1904, JAMSETJI CRIED OUT —

WHERE IS DORAB? WHERE IS DORAB?

A MESSAGE HAS BEEN SENT, MR. TATA.



ON MAY 18, DORAB TATA AND HIS WIFE MEHERBAI, RUSHED TO JAMSETJI'S SIDE.

WHERE WERE YOU? WHERE?

I AM HERE, FATHER.

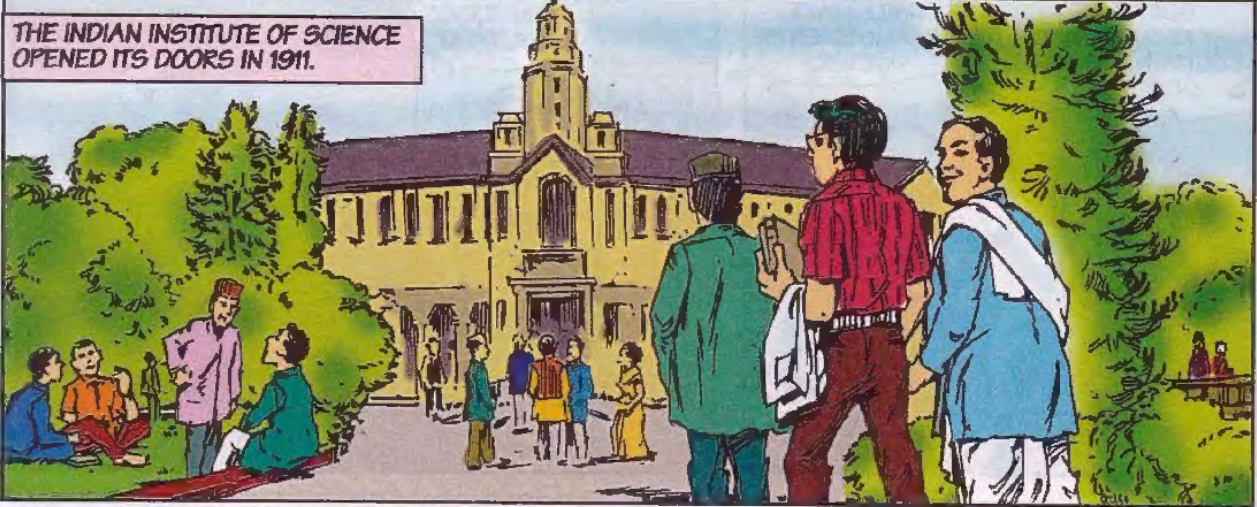


ON THE MORNING OF MAY 19, 1904, JAMSETJI TATA PASSED AWAY IN HIS SLEEP AT BAD NAUHEIM, GERMANY.

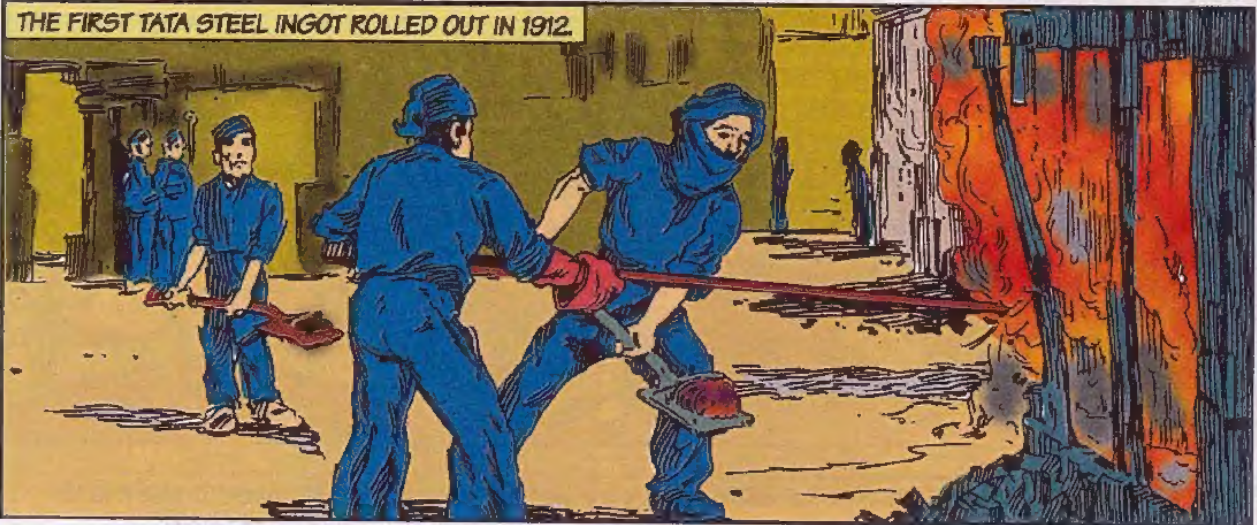


JAMSETJI WAS A THINKER, A PLANNER AND AN EXECUTOR OF HIS PLANS - A RARE COMBINATION. BUT THE MOST REMARKABLE FACT IS THAT ALL HIS MAJOR DREAMS WERE REALISED AFTER HIS DEATH.

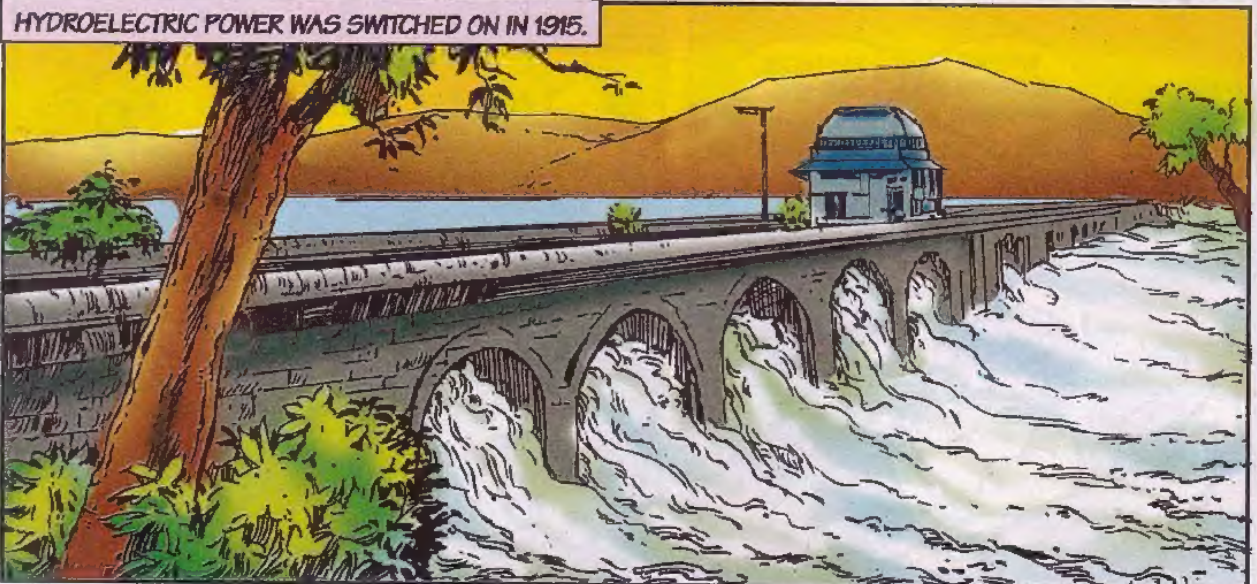
THE INDIAN INSTITUTE OF SCIENCE
OPENED ITS DOORS IN 1911.



THE FIRST TATA STEEL INGOT ROLLED OUT IN 1912.



HYDROELECTRIC POWER WAS SWITCHED ON IN 1915.



MANY PEOPLE DREAM, BUT HOW MANY CAN DREAM BEYOND THEIR LIFETIME? JAMSETJI'S DREAMS WERE REALISED EVEN AFTER HIS DEATH BECAUSE HE WAS A TRUE LEADER. A TRUE LEADER DOES NOT SIMPLY LEAD, BUT BUILDS A TEAM THAT CARRIES HIS MISSION FORWARD, EVEN WHEN HE IS NO MORE. PROMINENT AMONG THESE WERE —



DORABJI TATA

THE TWO SONS OF JAMSETJI TATA. SIR DORABJI TATA, KNIGHTED IN 1910, PLAYED A CRUCIAL ROLE IN REALISING JAMSETJI'S DREAMS AFTER HIS DEATH. SIR RATAN TATA, THE YOUNGER SON, WAS ENTRUSTED WITH JAMSETJI'S DREAM OF DEVELOPING MUMBAI. HE WAS KNIGHTED IN 1916.



RATAN TATA



BEZONJI MEHTA

A SELF-MADE MAN. EXTREMELY CAPABLE ORGANISER AND MANAGER. HE FREED JAMSETJI FROM THE ONEROUS TASK OF RUNNING HIS MAJOR COTTON MILL, TO DREAM BIG.



R. D. TATA

JAMSETJI'S COUSIN (MATERNAL UNCLE'S SON AND J.R.D. TATA'S FATHER). A FINANCIAL WIZARD. HE STOOD LIKE A ROCK WITH THE TATAS IN ALL HOURS OF NEED.



BURJORJI PADSHAH

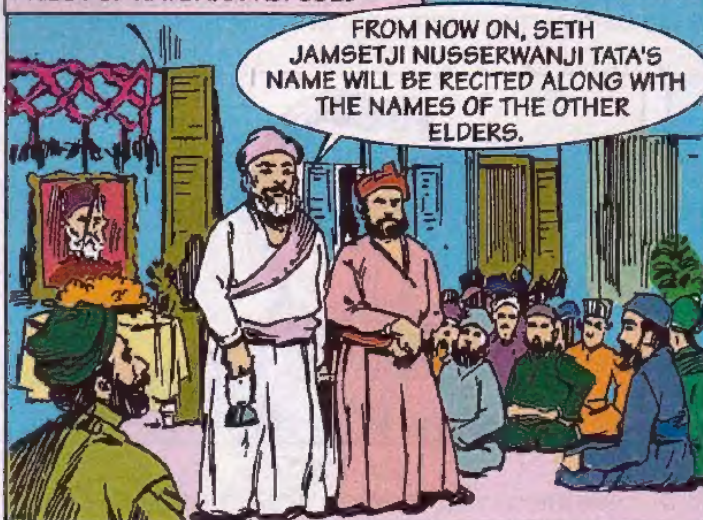
FEW MEN WERE MORE VALUABLE TO JAMSETJI THAN BURJORJI. HE WAS JAMSETJI'S MAIN ADVISOR AND AIDE



CHARLES PAGE PERIN

CONSULTING ENGINEER FOR THE TATA STEEL PLANT. THE KEY PERSON IN GETTING THE PLANT BUILT.

AT HIS UTHAMANA (POST-FUNERAL CEREMONY), THE HEAD PRIEST OF NAVSARI PROPOSED —



PRABUDDHA BHARATA STARTED BY SWAMI VIVEKANAND WROTE —

THE MAKING OF A PROSPEROUS NATION DEPENDS ON QUALITIES OF THE HEAD AND HEART LIKE THOSE POSSESSED BY MR. TATA. A FEW MORE TATAS COULD CHANGE THE FACE OF INDIA.



AT JAMSETJI TATA'S MEMORIAL MEETING ON MARCH 28, 1905, SIR LAWRENCE JENKINS, CHIEF JUSTICE OF BOMBAY HIGH COURT, EULOGISED —

WEALTH CAME TO HIM IN FULL MEASURE, BUT HE REMAINED TO THE LAST WHAT HE WAS BY NATURE, A SIMPLE, MODEST GENTLEMAN, SEEKING NEITHER TITLE NOR PLACE, AND LOVING WITH A LOVE THAT KNEW NO BOUNDS THE LAND THAT GAVE HIM BIRTH.



JAWAHARLAL NEHRU SAID OF JAMSETJI TATA —



JAMSETJI HAD THE VISION OF AN INDUSTRIAL INDIA, BASED ON FOUNDATION OF STEEL. HE FORMED HIMSELF INTO A ONE-MAN PLANNING COMMISSION AND EMBARKED UPON HIS OWN FIVE YEAR PLAN, AND INDEED EVEN LONGER RANGE PLANS.

THE GOVERNING COUNCIL OF THE INDIAN INSTITUTE OF SCIENCE, BANGALORE, DECIDED TO ERECT A FITTING MEMORIAL TO JAMSETJI. THE INSCRIPTION BELOW THE BRONZE STATUE OF JAMSETJI TOO PAYS AN APT TRIBUTE TO THE FATHER OF MODERN INDIAN INDUSTRY.



JAMSETJI NUSSERWANJI TATA TO HIS FORESIGHT AND PATRIOTISM THE INDIAN INSTITUTE OF SCIENCE OWES ITS ORIGIN HE PERCEIVED THE BENEFIT TO HIS COUNTRY OF ADVANCED RESEARCH IN SCIENCE, ARTS AND INDUSTRIES AND FOUNDED THIS INSTITUTE THE FIRST OF ITS KIND IN INDIA THIS STATUE OF ITS FOUNDER WAS ERECTED IN 1916 BY THE COUNCIL OF INDIAN INSTITUTE OF SCIENCE